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Monitoring and Organizational Performance in Private Higher Academic Institutions in Greater Bushenyi Districts in Western Uganda

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Abstract	**Original Research Article**

The rational study assessed the effect of Monitoring on Organizational Performance in Private Higher Academic Institutions in Greater Bushenyi Districts in Western Uganda. The survey study engaged a correlational and descriptive research design with a quantitative standpoint. A sample of 380 contributors were carefully selected from 1053 persons using a table developed by Morgan & Kreijcie (1970). Data was gathered by means of questionnaires to constitute an opinion survey. The researcher gathered evidence from the field using simple random sampling and stratified random sampling strategies. Data was evaluated using Descriptive statistics such as Means, Standard Deviation and Inferential Statistics such as Pearson linear correlation coefficient (PLCC) for quantitative data. The study results came up with a noteworthy relationship between monitoring and organizational Performance in Greater Bushenyi Districts in Western Uganda. The research venture concluded that Monitoring helps to identify implementation challenges that may be hindering the achievement of the intended outcomes. This information can be used to develop strategies to address these challenges and improve program or project implementation. From the research findings, the researchers recommended that private higher academic institutional managers should augment on the budget of Monitoring because it enhances accountability by ensuring that program or project implementation is transparent and that progress towards achieving goals and objectives can regularly be reported and reviewed. Academic private institutional managers should keep organizing periodically seminars and workshops to sensitize institutional stakeholders on the importance of monitoring in educational organizations. This can help provide relevant information for making informed decisions for development.
Keywords: Monitoring, Organizational Performance, Higher Academic Institutions, Uganda.

INTRODUCTION

In the United States of America, the purpose of monitoring is to provide regular, timely feedback on the implementation of a program or project, identify areas that require improvement, and make adjustments to ensure that the intended outcomes are achieved. Some of the key purposes of monitoring in the Monitoring and Evaluation (M&E) context include: Tracking progress towards achieving specific goals and objectives: Monitoring helps to track progress towards achieving specific goals and objectives, providing information on what has been achieved and what needs to be improved. Identifying implementation challenges: Monitoring helps to identify implementation challenges that may be hindering the achievement of the intended outcomes. This information can be used to develop strategies to address these challenges and improve program or project implementation. Assessing the effectiveness of interventions: Monitoring helps to assess the effectiveness of interventions and determine whether they are achieving the intended outcomes. This information can be used to adjust the implementation approach to improve the effectiveness of the intervention. Documenting success stories and best practices: Monitoring provides an opportunity to document success stories and best practices, which can be used to share lessons learned and replicate successful approaches in other contexts. Enhancing accountability: Monitoring enhances accountability by ensuring that program or project implementation is transparent and that progress towards achieving goals and objectives is regularly reported and reviewed (Muffato & Panzzolo, 2019).

Overall, monitoring is an essential part of the Monitoring & Evaluation process, providing timely feedback on program or project implementation and helping to ensure that the intended outcomes are achieved. Monitoring is sometimes referred to as process evaluation because it focuses on the implementation

process. Monitoring questions in the context of Monitoring and Evaluation (M&E) are questions that are designed to guide the collection and analysis of data during the monitoring process. These questions help to ensure that the monitoring process is focused, systematic, and comprehensive, and that the data collected is relevant and useful for making informed decisions. Various levels and multiple entities can be involved in the process of monitoring activities, outputs, and outcomes. Examples of a single intervention, program, or project that can be monitored: Inputs, Activities and outputs, Quality of activities and outputs, Gender equality and social inclusion, Expenditure against budget, Partnership quality, Risks and policy compliance, Cost efficiency, Operating context, Intermediate outcomes, Change pathways, Patient outcomes (changes in behavior, morbidity, etc.), Contribution to higher-order outcomes and impact (Oakland, 2021).

In China, monitoring is periodic and continuous, conducted after program initiation and during the duration of that program or intervention (Lakhal, 2019). There are mainly input- and output-focused data collected by the data acquisition systems, and these data are generally used as a strategy to determine whether an implementation was effective on an ongoing basis. For example, a Non-Governmental Organization (NGO) delivering training for school teachers: the number of sites visited by the NGO delivering training to school teachers might be tracked monthly as well as the number of trainings delivered to school teachers, as well as the number of teachers trained, for instance.

Eatwell & Newman (2020) observed that a monitoring plan usually focuses on the processes occurring during the implementation of a program. These can include tracking the following during defined periods of time: When programs were implemented. The location or region in which programs were delivered. Which departments or teams delivered activities? How often certain activities occurred. Number of people reached through a programs' activities. Number of products delivered (or number of hours of a service). Costs of program implementation.

There are several types of monitoring for M&E projects, programs, or interventions, including Process Monitoring (Real Time Monitoring), Progress Tracking, Progress Validation, and Performance Monitoring. Process monitoring, also known as real-time monitoring, is a type of monitoring that involves observing and analyzing the performance of a system or process as it happens, in real-time. Process monitoring informs management and a donor about the actual implementation of project activities in the field (Lawler, 2022).

In Morocco, real-time monitoring involves the continuous collection and analysis of data by professionals in charge using checklists and guidelines, as well as the use of specialized software tools that can analyze and interpret the data in real-time. The goal of real-time monitoring is to quickly detect any anomalies or deviations from expected performance and to alert M&E managers so that they can take action to prevent or mitigate problems. A critical function of any robust Monitoring and Evaluation system is to identify the output targets of the project and make sure they are met. Progress tracking refers to the process of measuring and monitoring the progress of a project, goal, or task over time. It involves collecting data and information on various aspects of the project or task, analyzing the data, and using it to evaluate the progress made towards achieving the desired outcome. Progress tracking is important for several reasons, including: Identifying areas of improvement: By tracking progress, you can identify areas where the project or task is falling behind or where improvement is needed. This can help you make the necessary adjustments to get back on track and meet your goals. Measuring success: Progress tracking helps you measure the success of your project or task against the initial goals and expectations. This helps you evaluate the effectiveness of your strategies and identify areas where you have achieved your goals or exceeded expectations. Keeping stakeholders informed: Progress tracking helps you keep stakeholders, such as clients, sponsors, or team members, informed about the status of the project or task. This helps build trust, accountability, and transparency among stakeholders. Staying motivated: Tracking progress can help you stay motivated by providing a sense of accomplishment and by showing how much progress you have made towards your goal (Ferreira, 2019).

In Kenya, progress validation is an important part of project management, particularly in complex or high-stakes projects where the consequences of inaccurate progress reporting can be significant. It is typically performed on a regular basis, such as weekly or monthly, and is integrated into the overall project management process. Performance monitoring is the process of measuring and analyzing the performance of an intervention, project, or program over time to ensure that it is operating efficiently and effectively. The goal of performance monitoring is to identify any performance issues, bottlenecks, or inefficiencies and to take corrective action to improve performance (OECD, 2021). Performance monitoring typically involves collecting and analyzing data on various performance metrics, such as response time, or error rates, and using this data to identify patterns or trends that may indicate issues with performance. This can be done using specialized software tools, such as performance monitoring software used in Monitoring and Evaluation sector, that can collect and analyze data in real-time. These are some common types of monitoring, but there

may be other types of monitoring that are specific to particular industries or contexts of monitoring and evaluation mandate. The choice of monitoring type depends on the specific goals and requirements of the project management or process being monitored.

In Uganda, Robinson *et al.,* (2023) noted that monitoring is the process of observing, measuring, and recording the performance or behavior of a system, process, or activity over time. It involves collecting and analyzing data to identify patterns, trends, and anomalies, and to detect any deviations from expected outcomes. Monitoring can be done for a wide variety of purposes, including performance monitoring: measuring the performance of a system or process to identify bottlenecks, areas for improvement, or changes in performance over time. Effective monitoring is essential for maintaining the performance, health, security, and safety of various systems, processes, and activities. Having a good monitoring and evaluation plan coupled with the ability to monitor and evaluate the project's progress is one of the most powerful ways to enhance the effectiveness of development projects and programs.

METHODS AND MATERIALS
Data Capturing
Dependable facts used for the research project were acquired by means of both primary and secondary blocks of data. Primary Data was got by usage of questionnaires to vivacious people related to the research undertaking. Additional information was got by the use of documentary explanations. The study engaged a correlational and descriptive probe design using a quantitative paradigm.

Amin (2005) specified that descriptive research design is mostly used to designate a phenomenon and its data features. The researchers picked a total of 380 providers (sample size) by means of a table advanced by Morgan & Krejcie (1970) to partake in the examination study.

Sampling Methods
The community experts used stratified random sampling and simple random sampling methods in the research mission. The study experts used the target population including groups like institutional directors, managers, instructors, religious leaders, parents, students, Political leaders, District managers and support staff.

Questionnaire
The questionnaire is a research tool involving inter-related cross-examinations organized by the scholars about the research dilemma under study grounded on the intentions of the survey inquiry study. Items were set and recorded for the providers to retort with choices as reflected on the likert scale type items.

This modus operandi was valued because it covers a diverse physical space in data congregation; it accumulates a lot of evidence within a short period of time, and offers greater assurance regarding secrecy. Data was collected in Greater Bushenyi Districts in western Uganda (Bushenyi, Mitooma, Buhweju, Sheema and Rubirizi).

Nonetheless, the questionnaire involved some limits of attrition. There were limited copies that were not returned, though this was fixed by issuing a lot of copies than the compulsory number of the sample size for the research achievement.

Validity and Reliability of research instruments
Validity of the well-thought-out assessment questionnaire was assured by using content validity Index. Arising from the analysis of the validity of the instruments, the researchers got content validity index (CVI) of 0.78 which was well directly more than 0.75 suggesting that the tool was valid to collect data for the expedition study (Amin, 2005).

Reliability of the Planned Questionnaire was calculated by means of Cronbach's alpha coefficient formula nevertheless discerning the variables that had an alpha coefficient of figure greater than 0.70. Since the reliability calculation got by the researchers produced 0.78 alpha value, it recognized that the research tool was persistent to produce statistics needed for the careful study.

Data analysis
Assessment Statistical tools which were involved to scrutinize data for this review study included; descriptive statistics such as means, standard deviation and inferential analyses like Pearson Linear Correlation Coefficient for analyzing quantitative statistics.

RESULTS

Table 1: Descriptive Statistics on Monitoring

Item	N	Mean	Std. Deviation
My organization gives bonus payments to workers who monitor well	380	1.33	.610
My organization respects time tables for monitoring	380	1.63	.654
My organization allows best performers to go for further studies	380	1.64	.555
My organization gives incentives to best performers	380	1.73	.657
My organization offers experiential rewards to workers	380	1.72	.747
In my organization, there are planned meetings for monitoring.	380	1.71	.721
Monitoring	**380**	**1.6256**	**.40087**

Source: Primary data, 2023

Results from Table 1 above revealed that monitoring has a strong contribution to organizational performance (overall mean of 1.6256). The results indicated that most respondents strongly agreed that the organization gives bonus payments to workers who monitor well (mean= 1.33), they also to large extent agreed that the organization respects time tables for monitoring and the organization allows best performers to go for further studies (mean=1.63, mean=1.64) respectively, and finally to a small extent most respondents were in agreement that the organization gives incentives to best performers, the organization offers experiential rewards to workers and in the organization, there are planned meetings for monitoring; all this were represented by the (mean=1.73, mean=1.7 and mean=1.72,) respectively. Using responses from the respondents, descriptive statistics were generated for the monitoring variable using items in the questionnaires which were rated in the five point likert scale where by 1=Strongly Agree, 2=Agree, 3= Not sure, 4= disagree, 5=strongly disagree.

Table 2: The association between Monitoring and Organisational Performance in Greater Bushenyi Districts in Western Uganda

		Monitoring	Organisational Performance
Monitoring	Pearson Correlation	1	.499**
	Sig. (2-tailed)		.000
	N	380	380
Organisational Performance	Pearson Correlation	.499**	1
	Sig. (2-tailed)	.000	
	N	380	380
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data (2023)

In Table 2 above, the study established that monitoring significantly ($p=0.000<0.05$) influenced organizational performance in Greater Bushenyi districts in Western Uganda. Also, there was a moderate positive relationship ($r=0.499$) between monitoring and organizational performance in Greater Bushenyi districts. In this context, monitoring improved organizational performance in Greater Bushenyi districts; because it provided direction for workers to go for further studies for acquisition of knowledge and skills in order to allow development to blossom in Greater Bushenyi districts. This implied that the set null hypothesis was rejected: "Monitoring has no significant effect on organizational performance in Greater Bushenyi districts in Western Uganda."

DISCUSSION

The findings of the study disclosed that the effect of Monitoring on performance of employees in Greater Bushenyi districts was significant. This result was contrary to the findings of prior investigators such as Filppini & Forza (2020) who conducted a study on Customer Satisfaction in Brazil and found out that customer satisfaction may not always depend on Total Quality Management in organisations because employees may be having an agile mindset that does not allow growth to blossom., a scenario that does not lead to the desired quality products in an organisation. Nevertheless, the outcome was in agreement with the study conducted by Hendricks (2021) on Financial Performance in China who found out that organisations with negative characteristics did not perform better as compared to their counterparts. This was because management practiced a culture of corruption that was not proactive. Thus, derailing the development of the nation.

CONCLUSION

Monitoring helps to identify implementation challenges that may be hindering the achievement of the intended outcomes. This information can be used to develop strategies to address these challenges and improve program or project implementation. Monitoring helps to track progress towards achieving specific goals and objectives, providing information on what has been achieved and what needs to be improved in order for proper development to occur in the country.

RECOMMENDATIONS

Private higher academic institutional managers should augment on the budget of Monitoring because it enhances accountability by ensuring that program or project implementation is transparent and that progress towards achieving goals and objectives can regularly be reported and reviewed. Academic private institutional managers should keep organizing periodically seminars and workshops to sensitize institutional stakeholders on the importance of monitoring in educational organizations. This can help provide relevant information for making informed decisions for development.

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