



**Effects of Planning on Organizational Performance ( A Study of Federal Medical Center, Umuahia, Abia State, Nigeria)**

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***Abstract***

*The study examined the effects of planning on organizational performance with respect to Federal Medical Centre Umuahia. The researcher adopted the survey design, using simple random sampling techniques, descriptive statistics and inferential statistics. A total number of one hundred and thirty three (133) questionnaire were issued out by the researcher to the staff of Federal Medical Centre Umuahia. The coefficient of determination R-square of 0.924 implied 92.4% of the sample variation in the dependent variable, degree of relationship between setting objectives and organizational productivity of federal medical center Umuahia. The value of the adjusted  $R^2$  is 0.923. This showed that the regression line which captured 92.3% of the total variation in degree of relationship between setting objectives and organizational productivity of federal medical center Umuahia. The F-value of 710.502 was an indication that the model was statistically significant at 5% level of significant at degree of freedom  $df_1 = 2$  and  $df_2 = 117$ . The calculated t-statistics of 11.720 was greater than the critical value (i.e. 1.984), the null hypothesis was rejected and the alternate accepted. The finding indicated that (1) there was positive and significant relationship between planning and organizational performance of Federal Medical Center Umuahia. (2) There was positive and significant effect of setting objectives and productivity of Federal Medical Center Umuahia. (3) There was positive and significant relationship between basis provided for setting other types of plans/goals set to be achieved and organizational productivity of Federal Medical Center Umuahia, Abia State Nigeria.*

**Keywords:** Planning, Setting Objectives, Budget Allocations, Organizational Structure, Organizational Performance.

## INTRODUCTION

### 1.1 Background of the Study

According to business dictionary.com, planning is a basic management function involving formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources. The planning process (a) identifies the goals or objectives to be achieved, (b) formulates strategies to achieve them, (c) arranges or creates the means required, and (d) implements, directs, and monitors all steps in their proper sequence. Planning helps an organization chart a course for the achievement of its goals. The process begins with reviewing the current operations of the organization and identifying what needs to be improved operationally in the upcoming year. From there, planning involves envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination--success, whether that is measured in financial terms, or goals that include being the highest-rated organization in customer satisfaction (Pearce and Robinson, 2014).

Most firms desire growth in order to prosper and not just to survive. Organizational performance, however, means different things to different organizations. Indeed, there are many parameters a company can select to measure its growth. The most meaningful yardstick is one that shows progress with respect to an organization's stated goals. The ultimate goal of most companies is profit, so net profit, revenue, and other financial data are often utilized as "bottom-line" indications of growth. Other business owners, meanwhile, may use sales figures, number of employees, physical expansion, or other criteria to judge organizational performance. Many firms desire growth because it is seen generally as a sign of success, progress. Organizational performance is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. (Cole, 2012)

Ultimately, performance of an organization will be gauged by how well a firm does relative to the goals it has set for itself. Planning is a key driver of organizational performance. Since it has to emerge as a business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. Planning should be reviewed and we stopped looking at what is happening in order to start looking at best Strategic planning practices in large corporates. (Crosby, 2011).

Caplow(2009) States that Problems encountered with organization performance are that business owners seeking to guide their organizations through periods of growth performance, whether that growth is dramatic or incremental often encounter difficulties. After all, when a firm is small in size, the entrepreneur who founded it and usually serves as its primary planners and operational leaders can often easily direct and monitor the various aspects of daily business. In such environments, adds that the small business owner can also "understand a larger proportion of the relationships subordinates have with each other and with outsiders. Organizational performance, however, brings with it an inevitable dilution of that "hands-on" capability, while the complexity of various organizational tasks simultaneously increases. "As the organization grows," said Caplow, "control becomes more complex by the mere accretion of numbers. There are ways of reducing the complexity by delegating responsibility (Akinyele and Fasogbon, 2010).

According to Odongo and Datche, (2015), organizational performance also triggers an almost inevitable "diminution of consensus about organizational goals." He attributed this "in part to the inherent difficulty of getting a larger number of people who know each other less well to agree about anything, in part to the importation of new people and ideas, but mostly to the brute fact that as an organization grows, its relationships to its members and to the environment necessarily change.

Caplow, (2010) points out that such performance can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed. Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments. Similarly, good planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational performance as well. Indeed, a large business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance strategic planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely (Odongo and Datche, 2015).

To develop a plan, the plan should contain statement of organization mission and goals, strategies for obtaining and utilizing the necessary technological, marketing, and financial and human resources to achieve organization goals. Plans for manufacturing process and conducting research and development and utilizing organization and employee competencies. The evolution of the field of planning since its inception has been impressive. From its “humble” beginnings as the limited content of a capstone general management course in the business school curriculum, strategic management is now a firmly established field in the study of business and organizations. During a relatively short period of time, this field has witnessed a significant performance on organizations. (Barney, 2014).

Therefore it should be noted that performance of Federal Medical Centre Umuahia are marked by either rapid increases in revenues, company shares, profitability, and prospects of it to sustain itself in future. Organization performance has its basis to a larger extend on planning of the organization. It's with this respect that good and proper planning should be employed by Federal Medical Centre Umuahia to enhance their performance. (Jackline and Daniel, 2015).

## **1.2 Statement of the Problem**

There has been scarce research on whether government establishments involve proper planning on their management, (Brendan, 2011). This is partly due to the fact that less attention on quality of services being provided by government bodies. This trend changed due to government refocusing its effort on improvement of public services by implanting right plans at their organizations. However, despite claims relating to improvement of public sector through proper planning implementation, concern has been raised that not all organizations attempting to develop strategic plans are pleased with the process. It observes also that the executives implementing the planning strategies forgot to match its plans with the monetary resources which had to be factored in their organization which hindered proper performance (Garad, Abdullahi and Bashir, 2015).

Issues have been raised by employees that the planning process tended to be inflexible and rigid since it operated in changing environment and poor adaptation to changing environment usually affect organization adversely. They perceive strategic planning process being unrealistic separated with actions which hindered growth, thus strategies not being linked with actions. (Garad, Abdullahi and Bashir, 2015).

This study sought to establish whether planning were linked with actions in government agencies. The study explored ways in which Federal Medical Centre Umuahia adapted to turbulence environment, questions of how strategic plans at Federal Medical Centre Umuahia are flexible, were addressed and highlighted the role of heads of department that had direct link at planning and implementation process. The study therefore sought to identify the effects of planning on organization performance.

## **1.3 Objectives of the Study**

The main objective of this study is to examine the effects of planning on organizational performance with respect to Federal Medical Centre Umuahia. With specific Objectives as to;

- i. establish the effects of setting objectives on organization productivity in Federal Medical Centre Umuahia.
- ii. assess the effects of budgetary allocations on organization profitability in Federal Medical Centre Umuahia.

## **1.4 Research Questions**

The following research question were thus formulated;

- i. To what extent do establishment of setting objectives has positive and significant affect on organizational productivity?
- ii. To what extent do budgetary allocations affects organizational profitability of Federal Medical Centre Umuahia?

## 1.5 Research Hypotheses

The following research hypothesis were formulated thus;

- Ho1:** There is no positive and significant relationship between setting objectives and organizational productivity of organization.
- Ho2:** There is no positive and significant relationship between budgetary allocations and organizational profitability of Federal Medical Centre Umuahia.

## REVIEW OF RELATED LITERATURE

### 2.1 Conceptual Framework

#### 2.1.1 The concept of Planning

Planning has been explained by various writers and scholars in different but complementary ways. Drucker (1954) contends that planning is management by plans, an analytical process and is focused in making optimal Planning decisions. Other writers have expanded on Drucker's definition. Ansoff (2010) conceptualizes planning as the process of seeking a better match between a firm's products or technology and its increasingly turbulent markets. He looks at it in terms of change from a familiar environment to an unfamiliar world of strange technologies, strange competitors, new consumer attitudes, new dimensions of social control and above all, a questioning of the firm's role in society. Sharing this view, Hofer and Schendel (2008) define planning as an evolution of managerial response to environmental change in a focus moving from internal structure and production efficiency, to the integration of strategy and structure and production innovation, multinational expansion and diversification. Wendy (2011) explained planning as the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities. Wendy further argues that planning aims at defining and document an approach to doing business that will leads to satisfactory profits and growth.

Steiner (2011) defines planning as the systematic and more or less formalized effort of a company to establish basic company purposes, objectives, policies and strategies. It involves the development of detailed plans to implement policies and strategies to achieve objectives and basic company purposes. On the same breath, Bateman and Zeithml (1993) view planning as a conscious, systematic process during which decisions are made about the goals and activities that an individual, group, work unit or organization will pursue in the future. It provides individuals and work units a map to follow in their future activities.

Hax and Majluf (2016) supporting this argument explain planning as a disciplined and well-defined organizational effort aimed at the complete specification of a firm's strategy and the assignment of responsibilities for execution. From these diverse views expressed above, planning in its general and basic understanding can be said to be a process of selecting organizational goals and strategies, determining the necessary programs to achieve specific objectives enroot to the goals, and establishing the methods necessary to ensure that the policies and programs are implemented.

Wendy (2011) explains that planning process comprises of three main elements which helps turn an organizations vision or mission into concrete achievable. These are the Planning analysis, Planning choice and Plan implementation. The Planning analysis encompasses setting the organization's direction in terms of vision, mission and goals. Therefore this entails articulating the company's planning intent and directing efforts towards understanding the business environment. Planning choice stage involves generating, evaluating and selecting the most appropriate plan. Plan implementation stage consists of putting in place the relevant policies and formulating frameworks that will aid in translating chosen Plans into actionable forms.

#### 2.1.2 Organization Performance

Organizational performance is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself. HR is a key driver of organizational growth, Since it has to emerge

as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporates. (Crosby, 1999).

Caplow points out that such growth can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been

### **2.1.3 Growth of organization**

Performance review bizarrely transformed .Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good strategic planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a large business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

### **2.1.4 Setting Objectives.**

Weinrich, (2011) defines objectives are goals or aims which the management wishes the organization achieve. These are the end points or pole-star towards which all business activities like organizing, staffing, directing and controlling are decided. Only after having defined those points can the manager determine the kind of organization, the kind of personnel and their qualification, the kind of motivation, supervision and direction and the kind of control techniques which he must employ to reach those points. Weinrich further states that objectives should be distinguished from three other words 'vision' 'purpose' and 'mission'. The 'vision' is the dream that an entrepreneur creates in his dream that an entrepreneur creates in his waking hours of his preferred future. In fact it is the root of all objectives. The purpose of an organization its primary role defined by the society in which it operates. Purpose is therefore a broad aim that applies not only to a given organization but to all organizations of its type in that society. The mission of an organization the unique aim that sets the organization apart from others of its type. Objectives are the specific targets to be reached by organization. They are translation of an organization mission into concrete terms against results can be measured.

Bernard (2014) identifies the benefits of setting objectives as follows; it provides a basis for planning and developing other types of plans such as policies, budget and procedures. It acts as motivators for individuals and departments of an enterprise mobilizing their activities with a sense of purpose, it helps in development of effective control that measure results and lead to corrective actions, it facilitates coordination behavior of various groups which otherwise may pull in different directions, they function as a basis for managerial control by serving as standards against which actual performance can be measured, provides legitimacy to organization activities and finally it facilitate better management of organization by providing a basis for leading, guiding, directing and controlling the activities of various departments.

Hugh and Michael (2012) argues that the one or two sentences vision statements most companies make available to the company of course provide only a glimpse of what executives are really thinking and the strategic course they have chartered. Company personnel really have much better understanding where the company is headed and why is revealed in the in the official vision. But the real purpose of strategic vision is to serve as management for giving the organization a sense of direction. Like any tool, it can be used properly or improperly, either clearly conveying a company's strategic course or not.

Hugh and Michael further raise shortcomings in company vision statements which include: Being vague or incomplete sometimes since is short on specifics about where company is headed or what the company is doing to prepare for future. Being not forward looking because it does not indicate whether or how management intends to alter the company's focus. Being too broad since it is umbrella-like and all inclusive that the company could head in most any direction by pursuing or enter most business. Being uninspiring since it lacks the power to motivate company personnel or inspire shareholder confidence about company's direction or future prospects.

### 2.1.5 Developing Goals and Objectives

People and organizations often get bogged down in semantics over what a goal is supposed to look like, what an objective is, and how to distinguish the two. Goals say what you want to accomplish. Objectives say how you intend to go about accomplishing your goals. Work plans say who will do what, by when, using what resources, to meet objectives and accomplish goals. What really matters is simply that the planning group agrees on what criteria goals and objectives should meet for your organization at this time. The following are a list of characteristics of good goals and objectives:

#### Good goals should...

- i. Be a statement of end, not of means.
- ii. Reflect what you want, not what you're doing.
- iii. Be realistic enough to be implemented within the organization's resources.
- iv. Show some "stretch."
- v. Describe achievement that is measurable.
- vi. Be qualitative as well as measurable.

#### Good objectives specify...

- i. A particular intended outcome.
- ii. A time frame in which the outcome will be reached.
- iii. Methods by which the outcome will be pursued.
- iv. A minimum of acceptability.

### 2.1.6 The Purpose of Planning

The purpose of planning is to provide an organization with a comprehensive and orderly structure for identifying its goals; and developing strategies and securing the resources needed to reach its desired outcomes. Planning enables an organization to:

- Prepare for contingencies that could prevent it from attaining its goals;
- Develop a framework for its orderly growth and progress;
- Form the base for annual resource needs and the allocation of resources in a manner that will allow it to meet its goals and objectives;
- Provide for accountability based on results – how services make a difference to customer/clients; and
- Link its results to funding in a way that identifies what taxpayers get for their tax dollars.

### 2.1.7 The Planning Process

#### Select the Strategic Planning Team

The Planning Team serves as the oversight and coordinating body of the planning process. In selecting the members of the team, address the following questions:

- Do the planning team members represent diverse areas and interests?
- Do they possess a variety of strengths, knowledge and skills?
- Are they knowledgeable about the agency?
- Are they knowledgeable about the primary customers or clients?
- Are they influential and persuasive with their constituents?
- Do they have access to, and an interest in, the long-term direction of the agency?
- Do they have the time and energy to commit to the strategic planning process?
- Can and will each member make a significant contribution to the planning effort?

#### Develop the Plan Framework

The Planning Team needs to address the following issues to guide the overall process:

- What is the scope of the Plan?

- What is the length of time in the Plan period? How many years?
- What is our purpose in completing this planning process?
- Who should be involved in the Plan development and how?
- Who should review the Plan?
- What is the timeframe for completing the Plan?
- Who will manage the overall planning effort?
- What are the action steps needed to complete the Plan?
- Who is responsible for completing the action steps?
- When to the action steps need to be completed?

### **Identify Governor's Priorities and Legislative Mandates**

In addition to legislative mandates, agencies operate within an Administration where the Governor has priorities. An understanding of these priorities and the agency's role in supporting the Governor's agenda is essential for the Administration to operate successfully and ensure that limited resources are used judiciously.

## **2.2 Theoretical Framework**

### **2.2.1 Theories of Planning**

The last five decades saw the unprecedented growth of planning in both the developed and Third World countries. Planning has become a ubiquitous activity engaged in by nations, organizations and individuals.

Philosophical synthesis emphasizes a broad approach to planning which seeks insights into the socio-economic and ethical conditions as well as the environmental context of the organization for which planning is being undertaken.

There are four major planning theories. These are

- a) Philosophical synthesis,
- b) Rationalism,
- c) Organizational development, and
- d) Empiricism (Adams, 1991).

These planning theories are defined below:

1. **Philosophical synthesis** emphasizes a broad approach to planning which considers information on social, economic and ethical conditions as well as the environmental background of the institution or organization for which planning will be undertaken.
2. **Rationalism** looks at people as a utility and defines human relations in instrumental terms. Rational planning models assume a sequential, observable cycle that includes setting of goals, determining objectives, making plans, implementing the plans, and reviewing results.
3. **Organizational development** as a planning approach focuses primarily on ways to achieve organizational change. The organizational development approach includes a human relations approach to innovation and change in management style, employee satisfaction, decision-making processes, and the general health of the organization.
4. **Empiricism** acknowledges the importance of studies on system behavior by public administrators, economists and other social scientists concerned with planning theory. Empiricism is less normative, less concerned with planned social change, and uses a positivistic framework for analysis.

### 2.3 Empirical Framework

Garad, Abdullahi and Bashir, (2015), investigated the relationship between strategic management and organizational performance in Mogadishu. Emphasis was put on trying to establish the relationship between strategic management and organizational performance in Mogadishu Somalia. The study employed the use of both descriptive and correlation research design to establish the nature of the relationships. Spearman correlation statistical tool was used with the aim of establishing the relationship between above variables. This formed the basis of the detailed analysis, conclusions and recommendations. The findings revealed the existence statistically significant has a positive relationship between strategic management and organizational performance, the study also indicated that there was a statistically significant moderate positive relationship between strategic management and organizational performance on the basis of the findings, the researchers made the following conclusions. Organizations should provide good strategic management to their organizations that will improve performance of employees companies should employee performance appraisal to promote better satisfaction finally, organizations should factor into account or internal and external factors that can effects organizational performance.

Jackline and Daniel, (2015), opined that organizations, both large and small, were faced with uncertain business conditions, competitive market environments and rapid technological changes. SMEs, are struggling to survive and are focusing on ways to improve their performance. The main objective of this study was to examine the effects of strategic planning on performance of medium sized firms. It examined the relationship between the specific steps that make up strategic planning and firm performance. To achieve this, data was collected from a sample of 47 medium sized enterprises. The results indicated that strategic planning significantly influences organizational performance. The findings reinforced the need for business owners and entrepreneurs to embrace strategic planning in order to gain competitive advantage and to ensure survival in the competitive market.

Odongo and Datche, (2015), determined the effects of strategic planning activities on organizational growth. Issues had been raised by employees that the planning process tended to be inflexible and rigid since it operated in changing environment and poor adaptation to changing environment usually affected organization adversely. They perceived strategic planning process being unrealistic separated with actions which hindered growth, thus strategies not linked with actions. The study analyzed the effects of strategic planning on organization growth. The specific objectives of the study was to establish the effect of setting objectives on organization growth ,to assess the effect of budgetary allocations on organization growth, to determine the effect of organization structure on organization growth and lastly to analyzed the effect of performance review on organization growth. Descriptive research design was used which included questionnaire to be distributed and filled with various top managers, heads of department, middle level managers and general staff members of KEMRI. Target population in this research was Kenya Medical and Research Institute Management. The target population was divided into various management groups including Heads of departments, middle level managers and general staff members. Stratified random sampling method was used. The target population was two hundred employees. Stratified sampling method was used to draw the Sample size of 50 employees and data analyzed by use of SPSS. The findings of the study revealed that strategic planning if well implemented in the organization were effective towards growth. Strategic planning was appropriate, suitable, and reasonable and accepted to the organization. It clearly indicated that strategic planning exist at KEMRI and helped the organization evaluate its business by identifying its long term goals, objectives, organized workforce, monitor performance and allocating resources thus enhancing performance in terms of growth.

Muogbo, (2013), investigated the impact of strategic management on organizational growth and development of selected manufacturing firms in Anambra State. 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra State were sampled (3 from each firm). The study used descriptive statistics (frequencies, mean, and percentages) to answer the four research questions posed for the study. The Chi-Square was used to test the three hypotheses that guided the study. Results from the analysis indicated that strategic management was not common among the manufacturing firms in Anambra State; that the adoption of strategic management had significant effect on competitiveness and also influenced manufacturing firms; that strategic management has effect on employee's performance and that its adoption has significantly increased organizational productivity of manufacturing firms; also, it enhanced structural development of manufacturing firms. The study thus concluded that though strategic management is not yet a common business practice among manufacturing firms in Anambra State, it had been identified as veritable tool for improving the competitiveness, performance levels, and structural development of manufacturing firms in Anambra State in particular and Nigeria in general.



Robert and Peter, (2012), opined that organizations from both the private and public sector are increasingly embracing the practice of strategic planning in anticipation that this will translate to improved performance. Past studies have mainly focused on the direct relationship between strategic planning and performance and did not give attention to the specific steps that make up the strategic planning process. The manner and extent to which each of the steps is practiced could have implications on the expected strategic planning results. This study examined the relationship between strategic planning and firm performance giving attention to the strategic planning steps. Correlation analysis results indicate the existence of a strong relationship between strategic planning and firm performance. Further, all the strategic planning steps (defining firm's corporate purpose, scanning of business environment, identification of firm's strategic issues, strategy choice and setting up of implementation, evaluation and control systems) were found to be positively related to company performance.

## 2.4 Summary of the Reviewed Literature

The study done so far in this area have focused mainly on strategic planning activities on organizational growth. Equally, study on the relationship between strategic planning and firm performance giving attention to the strategic planning steps and effect of the growth performance indicators on this relationship was reviewed.

In most cases, the study adopted descriptive/ survey research design to analyze variable used, whole analytical techniques like spearman correlation coefficient using analysis of variance involving Simple random sampling were employed in analyzing the data.

## METHODOLOGY

### 3.1 Research Design

The researcher adopted the survey design which suits the research due its descriptive nature.

### 3.2 Sources of data

Both primary and secondary source of data were utilized in gathering the information relevant for this work.

**Primary data:** Primary data consist the use of questionnaire..

**Secondary data:** Secondary data were also adopted in this work. Some of the secondary sources utilized included textbooks, seminar paper and related articles in academic journals and from the internet.

### 3.3 Population of the Study

The population of this study comprises one hundred and thirty three (133) staff of Federal Medical Center Umuahia (Field Survey,2020).

### 3.4 Sample Size Determination

The researcher derived the sample size statically by using Taro Yamani (Abdullahi, 2012) as follow;  
Using the formula;

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

n = Sample size

N = Population (200)

e = Margin of error (0.05) Thus, the sample size is:

$$n = \frac{200}{1+200(0.05)^2}$$

$$n = \frac{200}{1+200(0.0025)}$$

$$n = \frac{200}{1+0.5}$$

$$n = \frac{200}{1.5}$$

n = 133 persons

Therefore, the sample size for this study is 133 staff.

### 3.5 Sampling Technique

This research study adopted simple random sampling technique which made it possible for all the workers to have equal opportunity of being selected as the representative sample based on the total population of the two hundred and ten, a normal confidence level of 95% and error tolerance of 5% was used.

### 3.6 Description of the Instrument

The instrument for collection of data for this research study was questionnaire, as this was used to obtain the necessary data from the respondents. The extent of existence for all variables in the research area were measured on a five-point Likert scale ranging from Undecided to Strongly Agree, ranging from 0-4. Where Undecided (UD) =0; Strongly Disagreed (SD) =1; Disagreed (D) = 2, Agree (A) = 3 and-Strongly Agree (SA) = 4.

### 3.7 Reliability of the Instrument

The researcher used Test-Retest reliability to test the consistency of different administrations and also to determine the coefficient reliability of this research. The same test was administered to different groups on at least two separate occasions. Through this, the researcher achieved some level of reliability and validity through the various methods and techniques that was employed in collecting and analyzing data. The Test-Retest reliability was used and computed through Statistical Package for Social Science (SPSS) version 22.0.

### 3.8 Method of data Analyses

Data for the study were analyzed using frequency distribution table, and percentages were used to analyze the data from the questionnaire, while simple regression and correlation with the use of SPSS were used to analyze the hypotheses.

### 3.9 Data Presentation/ Results and Discussion

A total number of one hundred and thirty three (133) questionnaire were issued out by the researcher to Federal Medical Center Umuahia. The table below showed the distribution of the questionnaire to the sampled respondents. The generated data was presented and analyzed in the subsequent sub-heading below.

**Table 3.10.1 Distribution of questionnaire and response rate**

Total copies of questionnaire	Respondents	Percentage (%)
Total distributed	133	100
Total valid returned	120	90.2
Total invalid returned	4	3.0
Total not returned	9	6.8
Total	133	100

Source: Field survey, 2020

**Results and Discussion**

Regression results showing the relationship between setting objectives and organizational productivity of Federal Medical Center Umuahia.

**Table 3.10.1**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.961 <sup>a</sup>	.924	.923	.27097	.764

a. Predictors: (Constant), Setting objectives provide basis for setting other types of plans for organizational productivity, organizational productivity is dependent on goals set to be achieved

b. Dependent Variable: To what extent does formulation of objectives for organizational productivity has strong influence on organizational performance.

**Table 3.10.2**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.335	2	52.167	710.502	.000 <sup>b</sup>
	Residual	8.590	117	.073		
	Total	112.925	119			

a. Dependent Variable: To what extent does formulation of objectives for organizational productivity has strong influence on organizational performance.

b. Predictors: (Constant), Setting objectives provide basis for setting other types of plans for organizational productivity, organizational productivity is dependent on goals set to be achieved

**Table 3.10.3**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.028	.094		-.297	.767
	goals set to be achieved	.238	.058	.253	4.100	.000
	Setting objectives	.774	.066	.725	11.720	.000

a. Dependent Variable: To what extent does formulation of objectives for organizational productivity has strong influence on organizational performance.

**Table 3.10.4 Partial Correlation**

Control Variables			goals set to be achieved	Setting objectives
formulation of objectives	goals set to be achieved	Correlation	1.000	.317**
		Significance (2-tailed)	.	.000
		df	0	117
	Setting objectives	Correlation	.317**	1.000
		Significance (2-tailed)	.000	.
		df	117	0

Furthermore, from table 3.9.4, the above regression table it can be observed that the relationship between setting objectives and organizational productivity of federal medical center Umuahia, the value was given as 0.317. This value using 2-tailed analysis was flagged as being significant with a 0.0001 sig. value. This implied that there was a more than 95% confidence interval and for this reason the hypothesis was rejected and accepted that there was a significant relationship between setting objectives and organizational productivity of federal medical center Umuahia.

**Interpretation**

R = .961  
 R-Square = .924  
 Adjusted R-Square = .923  
 F – Statistic (df1=2 & df2=117) = 710.502  
 T - Statistics = 11.720

Table above showed the regression results between setting objectives and organizational productivity of federal medical center Umuahia. The regression results showed that the estimated coefficient of the regression parameter had a positive sign and thus conform to our a-priori expectation. The implication of this sign was that the dependent

variable organizational productivity of federal medical center Umuahia, was affected by basis provided for setting other types of plans and goals set to be achieved affected organizational productivity and thus, was positively affected by degree of relationship between setting objectives and organizational productivity of federal medical center Umuahia. The coefficient of determination R-square of 0.924 implied 92.4% of the sample variation in the dependent variable, degree of relationship between setting objectives and organizational productivity of federal medical center Umuahia, was explained or caused by the explanatory variable while 7.6% is unexplained. This remaining 7.6% could be caused by other factors or variables not built into the model. The high value of R-square was an indication of a very good relationship between the dependent and independent variable. The value of the adjusted  $R^2$  was 0.923. This showed that the regression line which captures 92.3% of the total variation in degree of relationship between setting objectives and organizational productivity of federal medical center Umuahia was caused by variation in the explanatory variable specified in the model with 7.6% accounting for the stochastic error term. The F-statistic was also used to test the overall significant of the model. The F-value of 710.502 was an indication that the model is statistically significant at 5% level of significant at degree of freedom  $df_1 = 2$  and  $df_2 = 117$ .

### Test of Hypothesis

#### Hypothesis one

$H_0$ : There is no positive and significant relationship between setting objectives and organizational productivity of federal medical center Umuahia.

$H_0 = B_1 = 0$ . Test the hypothesis that all slope coefficients were equal to zero.

$H_1 \neq B_1 \neq 0$ . Test the hypothesis that not all slope coefficients were equal to zero.

With reference to table above, the calculated t-statistics of 11.720 is greater than the critical value (i.e. 1.984), the null hypothesis was rejected and the alternative accepted. This means that there was positive and significant relationship between setting objectives and organizational productivity of federal medical center Umuahia.

#### 3.1.1 Summary of Findings

Based on the data collected and analyzed, the following were discovered:

- i. There was positive and significant relationship between planning and organizational performance of Federal Medical Center Umuahia.
- ii. There was positive and significant effect of setting objectives and productivity of Federal Medical Center Umuahia.
- iii. There was positive and significant relationship between basis provided for setting other types of plans/goals set to be achieved and organizational productivity of Federal Medical Center Umuahia.

#### 3.1.2 Conclusion

In every journey, there is a corresponding destination. It applies to every academic undertaking. The researcher had examined some issues militating to the planning and organizational performance, based on the selected Federal Medical Center Umuahia. Sequel to the findings discovered, this study therefore concluded as follows:

- i. There was positive and significant relationship between planning and organizational performance of Federal Medical Center Umuahia.
- ii. There was positive and significant effect of setting objectives and productivity of Federal Medical Center Umuahia.
- iii. There was positive and significant relationship between basis provided for setting other types of plans/goals set to be achieved and organizational productivity of Federal Medical Center Umuahia.

#### 3.1.3 Recommendations

Based on the empirical findings, the researcher recommended the following:

That setting objectives is one of the tools used in planning to achieve good performance, therefore every organization should as a matter of importance, ensure formulating good objectives and selecting the right plan; in order to achieve their set goals/objectives.

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