

# Performance management practices and managed performance: the moderating influence of organisational culture and climate in public universities in Uganda

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## Abstract

### Purpose

*The purpose of this article is to explore and explain the existence and implementation of performance management practices in four public universities in Uganda.*

### Design/methodology/approach

*A mixed-method study approach (qualitative and quantitative) was adopted. A sample of 900 employees was drawn using a disproportionate stratified purposive sampling approach that yielded a 53 per cent response rate. Of the participants, 12 were purposively selected from top management members and interviewed using a semi-structured interview guide. Using Nvivo software and Miles and Huberman approaches, interview data were managed and analysed.*

### Findings

### Research limitations/implications

*Cross-sectional studies by their nature are subject to common method variances; further refinement of the instrument and a replication of the study using a longitudinal approach are recommended. Also, the additional studies should be supplemented with in-depth interviews or case studies where possible to tap salient issues from the respondents.*

### Practical implications

*Public universities should have visionary managers who should manage strategic barriers, attract and retain thinkers, and also create result-oriented relationships to make a dynamic contribution to the development process of Uganda.*

### Originality/value

*Mass university education in Uganda today calls for new approaches to managing employees in order to balance cost, quality and education access.*

## Keywords

Performance management practices   Organizational culture and climate   Managed performance

Public universities   Uganda   Universities   Employee productivity

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### Abstract

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2. Literature review

3. Performance management practices,

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5. Results

6. Discussion

7. Conclusions

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