

**Performance Management Practices and Managed Performance: The Moderating  
Influence of Organisational Culture and Climate**

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**A thesis submitted to the Institute of Psychology for the award of the  
Doctor of Philosophy Degree in Industrial/Organisational Psychology of Makerere  
University**

**October, 2010**

### Declaration

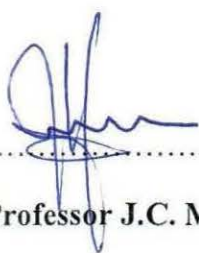
I, James Kagaari declare that this thesis entitled "*Performance Management Practices and Managed Performance: Moderating Influence of Organisational Culture and Climate*" is a result of my own independent effort and research. This thesis has been accomplished under the supervision and guidance of Professor J.C. Munene, Dr. Joseph Ntayi and continuous evaluation of the Doctoral Committee of Supervisors.

  
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### Supervisor's Certificate

I, James Kagaari certify that this thesis entitled "*Performance Management Practices and Managed Performance: Moderating Influence of Organisational Culture and Climate*" has been submitted in fulfillment of the requirements for the Award of the Degree of Doctor of Philosophy of Makerere University. This is a true record of independent research work conducted under my supervision. This work has not been submitted to any institution to the best of my knowledge for any award.

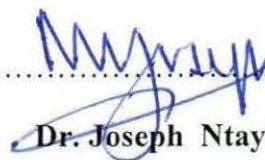


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**Dedication**

I dedicate this work to all Workaholics.

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### Preface

The following publications and conference papers were developed from and outside this thesis:

#### *Journal articles published from the thesis*

1. Kagaari, J.R.K., Munene, J.C., & Ntayi, J.M. (2010). Performance management practices, employee attitudes and managed performance. *International Journal of Educational Management*, 24 (6), 507 - 530. DOI 10.1108/09513541011067683.
2. Kagaari, J.R.K., Munene, J.C., & Ntayi, J.M. (2010). Performance management practices, information and communication technology (ICT) adoption and managed performance. *Quality Assurance in Education* 18 (2), 106 – 125. DOI 10.1108/09684881011035330

#### *Conference Paper(s)(Peer Reviewed)*

3. Kagaari, J.R.K., Munene, J.C., & Ntayi, J.M. (2010). Performance management practices, organisational culture and managed performance”, Proceedings of the International Forum on Knowledge Asset Dynamics, “Intellectual Capital in a Complex Business Landscape”, Matera, Italy 24<sup>th</sup> – 26<sup>th</sup> June 2010. ISBN 978-88-96687-02-4.

#### *Journal articles published outside the thesis*

1. Kagaari, J. (2007). Evaluation of the effects of vocational choice and practical training on students' employability. *Journal of Industrial Training*, 31(6), 449-471.
2. Kagaari, J., & Munene, J. C. (2007). Engineering lecturers' competencies and organisational citizenship behaviour (OCB) at Kyambogo University. *Journal of European Industrial Training*, 31(9), 706-726.

#### *Other Conference paper presentations*

Kagaari, J. (June, 2007). The Relationship between Organisational Justice and Turnover Intentions among Engineering Lecturers at Kyambogo University. The 6<sup>th</sup> CIMPAAD Conference held 19-21<sup>st</sup> June, 2007, Hotel Africana-Kampala.

**Acronyms**

<b>BBA</b>	<b>Bachelor of Business Administration</b>
<b>DS</b>	<b>Development Studies</b>
<b>IPA</b>	<b>Institute of Public administration</b>
<b>ITEK</b>	<b>Institute of Teachers' Education</b>
<b>KIU</b>	<b>Kampala International University</b>
<b>KYU</b>	<b>Kyambogo University</b>
<b>MUBS</b>	<b>Makerere University Business school</b>
<b>NORAD</b>	<b>The Norwegian Agency for Development Co-operation</b>
<b>NUFFIC</b>	<b>Netherlands Programme for the Institutional Strengthening of Post Secondary Education and Training Capacity (NPT)</b>
<b>PIU</b>	<b>Project Implementation Unit</b>
<b>UN</b>	<b>United Nations</b>
<b>UNDP</b>	<b>United Nations Development Programmes</b>
<b>UNESCO</b>	<b>United Nations Education, Scientific, and Cultural organisation</b>
<b>UNIDO</b>	<b>United Nations Industrial Development Organisation</b>
<b>UNISE</b>	<b>Uganda National Institute of Special Education</b>
<b>UPK</b>	<b>Uganda Polytechnic-Kyambogo</b>
<b>VI</b>	<b>Veterinary Institute</b>



### Abstract

The study attempted to explore and explain the existence and implementation of performance management practices to facilitate the achievement of managed performance. 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 % response rate. Twelve participants were purposively selected from top management members and interviewed using a semi-structured interview guide. Using Nvivo software and Miles and Huberman (1994) approaches, interview data was managed and analysed. Qualitative data results revealed that employees in public universities are involved in planning, mobilising resources, problem solving, evaluating performance and adopting ICT to deliver cost-effective quality services/products. The hypotheses were tested and revealed a significant positive relationship between performance management practices and managed performance ( $r = .25, \rho < .001$ ). A moderating influence of organisational culture and climate on performance management practices and managed performance was also established and confirmed ( $\Delta R^2 = .012$ ) significantly above zero ( $\rho = .015$ ). However, cross-sectional studies by their nature are subjected to common method variances; a replication of the study using a longitudinal approach was recommended. Also, further studies should be supplemented with in-depth interviews or case studies where possible to tap salient issues from the respondents. The study called for continuous refinement of theories that explain performance management practices. Public universities should have visionary futuristic managers who can think of new approaches to managing people in a dynamic hyper-changing technological environment.