**PERFORMANCE MANAGEMENT AND STAFF PERFORMANCE IN MEDICAL RESEARCH ORGANISATIONS IN UGANDA. A CASE STUDY OF MEDICAL RESEARCH COUNCIL ENTEBBE**

**BY**

**ALICE KWESIGA**

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**OCTOBER, 2019**

## DECLARATION

I Alice Kwesigado declare that this dissertation is my original work and has never been submitted to any university for any academic award.

Signature…………………… Date…………………………

## APPROVAL

## I hereby confirm that this dissertation was done under my supervision and is now ready for submission.

Signature…………………… Date…………………………

**Mr. Bukenya Peter**

## DEDICATION

This piece of work is dedicated with great pleasure to my family members and friends for the support and guidance that they rendered to me.

## `

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## The production of this work has been a result of many hands. In particular, I wish to thank my supervisors Mr. Bukenya Peter for his effort put in to ensure that this work is completed.

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## LIST OF ACRONYMS

MBOs Management by Objectives

MRC Medical Research Council

HIV Human Immunodeficiency Virus

AIDS Acquired Immunodeficiency Syndrome

TQM Quality improvement practices

CVI Content Validity Index

SPSS Statistical Package for Social Scientists

## ABSTRACT

The study sought to examine the relationship between performance management and staff performance in medical research organizations. It focused on Medical Research Council. The study was guided by the following objectives; to examine the relationship between performance planning and staff performance, to examine the relationships between performance appraisal and staff performance and to examine the relationship between quality improvement practices and staff performance at MRC. The study used a case study as the research strategy. The study used both quantitative and qualitative which was generally associated with the positive paradigm. A sample size of 108 out of a population of 150 respondents. Data was analyzed by identifying the theme and the code category. It was analyzed during data collection and also analyzed after data collection. Cleaned data was entered into the SPSS for analysis were table comprising of frequencies and percentages were generated. Inferential analysis was used to test for the relationship between the variables where the correlation coefficient was determined where the correlation of (beta value=.727, t=.6.714, P<0.000), (beta value=.481, t=4.117, P<0.002), and (beta value=.189, t=.1.456, P<0.003) were identified. From the study, it is revealed that Performance Planning sets in motion the process of improved staff performance, facilitates efficient and effective staff, achieves maximum values for expenditures on goods, services and works planned, achieve all expectations due to effective planning performance criteria adopted. Performance Appraisal helps management to draw out the promotion programmes, aids in drawing compensation packages for hardworking staff, helps the management to frame training policies and programmes. Quality improvement practices achieves continuous improvement of the organizational projects, follows continuous examination all the organization’s activities, promote strong morale amongst the staff members of MRC. Generally, the study concludes that there is a strong positive relationship between performance management and staff performance at MRC. MRC should develop a performance management system comprising planning, managing, reviewing and rewarding stages and Employee’s engagement behavior should be included in the performance management the behaviors of the employee include persistence, the ability to be proactive, and role expansion.

## CHAPTER ONE

## INTRODUCTION

## 1.1 Background to the study

This study was about the relationships between performance management and staff performance in medical research organisations in Uganda. It focuses on Medical Research Council Entebbe as a case study. The reason for choosing this research area is that, Medical Research Council Entebbe relies on staff for success and competitiveness. This is in support of the resource-based view that staff are the resources and assets of an organisation. Consequently, organisations need to figure out strategies for identifying, encouraging, measuring, evaluating, improving and rewarding staff performance at work(Radnor, McGuire, 2004). This means that that performance management plays an indispensable role in helping the organisations to reach the set goals.

Performance has always mattered, and some historians suspect it was being managed as early as 221 AD, when Wei Dynasty emperors rated their family members’ performance. Its origin in workplace settings, however, likely began in the 1800s, when Robert Owen had “silent monitors” observing the performance of his cotton mill workers in Scotland (Aguinis, 2017). While this helped assess individual performance, it didn’t look at the performance of the cotton mill as a whole.By the time the 1920s and 30s rolled around, there was a shift towards operational efficiency and effectiveness. In 1954, management consultant Peter Drucker penned a book called The Practice of Management, in which he described [a concept called Management by Objectives, or MBOs](https://www.atiim.com/blog/what-is-mbo-and-why-do-you-need-it/). By the 1990s, leading companies were beginning to see that they could improve operational performance by linking their team, individual, and departmental goals with top corporate Objectives. Nowadays, many organisations have figured out the secret to modern performance management. Between setting clear goals like, creating an ongoing feedback loop between managers and their direct reports, and offering development opportunities, companies can take a robust approach to performance management and promote outcomes like higher employee engagement and better performance.

The study was based on two theories; [the goal setting theory](https://www.projectguru.in/publications/goal-setting-theory-performance-management-system/) and [expectancy theory](https://www.projectguru.in/publications/expectancy-theory-performance-management/). [Goal setting theory](https://www.projectguru.in/publications/goal-setting-theory-performance-management-system/) had been proposed by Edwin Locke(1968). This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it results in achievement of the performance management system aims (Salaman et al, 2015). Theory of Goal Setting gave the staff goal to work towards, to achieve the organisational overall objectives. This allows employees to engage in the most productive behaviours at the right times, and remain motivated as they accomplish the tasks assigned to them.

[Expectancy theory](https://www.projectguru.in/publications/expectancy-theory-performance-management/) had been proposed by Victor Vroom(1964). This theory is based on the hypothesis that individuals adjust their behavior in the organisation on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Montana, Patrick and Charnov, Bruce, 2008). The study applied expectancy theory to motivate employees unto higher or increased performance. This is because employers and managers use expectancy theory to understand what the employees expect to get or benefit from the job situation and compensate them adequately as well as adopt the behavioural approach when managing employees since it helps them in understanding their employees’ behavioural patterns and traits, how they relate within work groups, what they want, value and expect from the organisation.

Radnor, McGuire, (2004) defined performance measurement as “the process of quantifying the efficiency and effectiveness of past actions”, while Radnor, McGuire, (2004) defines it as “the process of evaluating how well organisations are managed and the value they deliver for customers and other stakeholders”. Performance management is also perceived as a “performance and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.” It includes those [activities](https://en.wikipedia.org/wiki/Action_%28philosophy%29) that ensure that [goals](https://en.wikipedia.org/wiki/Goal) are consistently being met in an effective and efficient manner. [Performance](https://en.wikipedia.org/wiki/Performance) [management](https://en.wikipedia.org/wiki/Management) can focus on the performance of an [organisation](https://en.wikipedia.org/wiki/Organization), a [department](https://en.wiktionary.org/wiki/department), [staff](https://en.wikipedia.org/wiki/Employee), or even the processes to build a product or service, as well as many other areas.

Aguinis (2017) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Staff performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Staff performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2004). Kenney (2012) stated that staff's performance is measured against the performance standards set by the organisation. There are a number of measures that can be taken into consideration when measuring performance for example use of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja, 2012). The study considers staff performance to how the workers behave in the workplace and how well they perform the duties obligated to them.

The MRC is an internationally recognized center of excellence for research on HIV infection and related diseases, contributing knowledge on the evolving epidemic, the evaluation of innovative health care options, treatment and prevention, and the development of health policy and practice in Africa and worldwide. The Unit was established under an agreement between the Ugandan and the British Governments to collaborate in the research of HIV (Human Immunodeficiency Virus) infection and AIDS (Acquired Immunodeficiency Syndrome) in 1988. The Unit is based at the UVRI Entebbe campus with established outposts in Kalungu, Masaka, Wakiso and Kampala Districts. Like other organisation, Medical Research Council also is established with certain objectives to achieve (MRC Audit Report, 2017). The objectives are achieved by effectively utilizing the resources like men, machines, materials and money. However, all the resources are important but out of these the manpower is the most important. Staff are performing different jobs in MRC depending upon the nature of the activity performed (Human Resource Policy Manual, MRC, 2014). The importance of staff performance must be understood by the management of MRC and sincere efforts must be put in that direction.

The Human Resource Policy Manual, MRC (2014) states that staff performance is directed toward the following objectives: Clarify expectations for the continued professional education of each staff member; Specify the options available for staff improvement; make clear the connection between continuous professional development and institutional rewards; ensure adequate funding for staff development activities; and purposefully determine staff development activities based upon a careful assessment of staff member needs and employ accepted methods of teaching and learning in staff development activities.

## 1.2 Statement of the Problem

Performance management is important for an organisation, and it helps organisations ensure that staff are working hard to contribute to achieving the organisation's mission and objectives. According to the MRC Staff Management Policy (20I4), good performance management practices enhance successful deployment of staff management skills and knowledge, provide positive and constructive feedback, encourage regular job-related conversations between supervisors and staff members.

Although, Medical Research Council has put in effort to improve performance management through the use of improved performance management tools such as employee training, job evaluation and assessment, staff planning among others, the entity is still faced with a low level of staff performance. MRC Audit Report, (2017) indicates that most of the operations in the entity fail before reaching their completions. This is attributed to poor staff performance planning and lack of staff performance appraisals where the entity fails to achieve the targets of the projects in a specific period of time while using the available resources. More than 50 percent of the operations/projects light an uphill battle from the start and fail in the first five years; this is probably due to the poor performance appraisal techniques used. Many employees at MRC feel frustrated, angry and resentful at the poor appraisals and assessment criteria adopted by the entity, particularly in many occasions, the staff have always disagreed with most of the issues raised by the supervisors and believed that they are doing an inadequate job (Weekly Meeting Report, February, 15th 2019). Many employees have always complained about their feeling of being unappreciated, motivation drops, which ultimately leads to lower performance rates. All this is attributed to poor performance appraisals by the entity. There is a lack of proper innovation and creativity ideas with regards to the staff competence and enhancement. The entity has failed to set up a standard quality measure against which all the performance of the staff members is measured against weekly Meeting Report, (February, 15th 2019). It is therefore against this background that the researcher gained interest of conducting a study on relationship between performance management and staff performance at MRC.

## 1.3 Purpose of the study

The study sought to examine the relationship between performance management and staff performance in medical research organisations in Uganda. It is focused on Medical Research Council.

## 1.4 Objectives of the study

1. To examine the relationship between performance planning and staff performance at MRC
2. To examine the relationships between performance appraisal and staff performance at MRC
3. To examine the relationship between quality improvement practices and staff performance at MRC.

## 1.5 Research questions

1. What is the relationship between performance planning and staff performance at MRC?

2. What is the relationship between performance appraisal and staff performance at MRC?

3. What is the relationship between quality improvement practices and staff performance at MRC?

## 1.6 Hypothesis of the study

The hypothesis of the study include:

**H0:** There is no significant relationship between performance management and staff performance in Medical Research Council.

**H1:** There is a significant relationship between performance management and staff performance in Medical Research Council.

## 1.7 Scope of the study

The scope of the study is based on the content, geographical and time scope.

## 1.7.1 Content scope

## The study established the relationship between performance management and staff performance. Performance management was the independent variable while staff performance is the dependent variable. Performance management was measured against performance planning, performance appraisal and quality improvement practices. Staff Performance was measured against staff productivity, staff commitment, efficiency, effectiveness.

## 1.7.2 Geographical scope

The study was carried out in Medical Research Council, which is located in Entebbe Municipality, Wakiso District on a Plot No: 51 -59 Nakiwogo Road- Entebbe Uganda. The coordinates of Entebbe are:0°03'00.0"N, 32°27'36.0"E. Entebbe sits on the northern shores of Lake Victoria. Entebbe is approximately 44 kilometres (27 mi) south of Kampala.

## 1.7.3 Time scope

The study considered the relevant literature from MRC covering a period of four (4) years. From 2015-2018. It was at this period when the entity was faced with many issues relating to the poor performance management.

## 1.8 Significance of the study

**Management:** The research may enable management of MRC to get experience in carrying the day to day activities in the projects assigned to them.

**Policy makers:** The study may be of great importance to the policy makers in the formulation of the staff management and performance strategies. Therefore, the study will act as a benchmark for the policy makers when designing policies for the government agencies.

**Other scholars:** The study provides us with a good foundation for further research on the same discipline of performance management practices and staff performance in future for any other sector in Uganda.

## 1.9 Arrangement of the study

The study is presented in nine chapters as shown below;

Chapter One presents the introduction to the study that include the background to the study, the statement of the problem, purpose of the study, objectives of the study, research questions, scope, significance and arrangement of the study.

Chapter Two presents the study literature. It highlights literature survey, literature review and the conceptual framework of analysis

Chapter Three presents the research methodology

Chapter Four presents findings on the relationship demographic characteristics of the respondents. It contains the gender of the respondents, age bracket, educational level, department of work

Chapter Five presents findings on the relationship between performance planning and staff performance at MRC

Chapter Six presents findings on the relationship between performances appraisal and staff performance at MRC

Chapter Seven presents findings on the relationship between quality improvement practices and staff performance at MRC.

Chapter Eight harmonizes the findings of the study with the literature review and suggests the ways forward for performance management and staff performance at MRC.

Chapter Nine presents the summary, conclusion and recommendations of the study.

## CHAPTER TWO

## STUDY LITERATURE

## 2.1 Introduction

This chapter contains the literature regarding the study and it highlights the different views and ideas that have been written locally about the area under investigation. This chapter comprises of two sections i.e. the literature survey, theoretical review, literature review and the conceptual framework.

## 2.2 Literature Survey

Nandhini, (2013) defines literature survey as the literature which shows the various analysis and research made in the similar field of the interest. This section explains similar studies that were conducted by various researchers with in Uganda in similar areas of study with a purpose of establishing gaps left in those studies that provided the basis for the current study.

Kagoye (2017) researched to establish the effects of performance management systems and the performance of higher institutions of leaning in Uganda. It was focused on Makerere University as a case study. The study used a case study researcher design with both qualitative and quantitative data collected. The study used a sample of 66 respondents. The study revealed that performance management system of adopted at Makerere University motivates the employees to perform well. The performance management systems are well connected with the training and development needs of the employees as well as with the reward management. The performance management systems help the university to improve the productivity of the workers and motivating them to give their best output for the company. The study concludes that performance management is a vital activity for the success of an organisation. When properly implemented in an organisation, it would help an organisation to obtain productive and competitive employees. However, the study failed to look at the relationship between performance planning, performance appraisal and quality improvement practices and staff performance which was the basis for the current study.

Nakakande (2017) also researched to find out the relationship between performance management systems and organisational performance at Standard Chartered Bank Uganda. The study adopted a case study design, which is most appropriate in the investigation of relationship between performance management systems and organisational performance at Standard Chartered Bank Uganda Limited. A sample of 15 heads of departments at Standard Chartered Bank Uganda Limited was selected using simple random sampling. The respondents were subjected to the study through an interview guide. The researcher used both primary and secondary data. Secondary data was collected by use of desk search techniques from bank’s publications, journals, and annual reports. The study found that Standard Chartered Bank Uganda Limited has adopted performance management system and sets high-performance goals and coaches’ staff to improve performance. Profitability was ranked to have increased to a very great extent with the performance management system, followed by productivity. It can be concluded that the performance management system that has been set in place serves to improve the organisational performance. However, the study did not look at the relationship between performance planning, performance appraisal and quality improvement practices and staff performance which was the basis for the current study.

Kyomuhendo (2018) conducted a study to investigate the effects of performance appraisals on performance of an organisation. The study used a descriptive research and the research used questionnaires to collect data. The target population was 50 respondents. Data was analyzed using both descriptive and inferential statistics by using SPSS and the results were presented in figures and tables.From the findings, respondents agreed that objective based appraisals contribute to organisational performance. Performance ratings contribute to a motivation to achieve organisation goals and job satisfaction. The study concluded that objectives set to achieve organisational goals are clearly understood and such objectives are aligned to organisational goals and involves employee participation in the process of setting objectives. However, the study also failed to look at the relationship between performance planning, performance appraisal and quality improvement practices and staff performance which was the basis for the current study.

## 2.3 Theoretical review

The study was based on two theories; [the goal setting theory](https://www.projectguru.in/publications/goal-setting-theory-performance-management-system/) and [expectancy theory](https://www.projectguru.in/publications/expectancy-theory-performance-management/). [Goal setting theory](https://www.projectguru.in/publications/goal-setting-theory-performance-management-system/) had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it resulted in achievement of the performance management system aims (Montana, Patrick andCharnov, Bruce, 2008). Theory of Goal Setting gave the staff goal to work towards, to achieve the organisational overall objectives. This allows employees to engage in the most productive behaviours at the right times, and remain motivated as they accomplish the tasks assigned to them.

[Expectancy theory](https://www.projectguru.in/publications/expectancy-theory-performance-management/) had been proposed by Victor Vroom(1964). This theory is based on the hypothesis that individuals adjust their behavior in the organisation on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2015). The study applied expectancy theory to motivate employees unto higher or increased performance. This is because employers and managers use expectancy theory to understand what the employees expect to get or benefit from the job situation and compensate them adequately as well as adopt the behavioural approach when managing employees since it helps them in understanding their employees’ behavioural patterns and traits, how they relate within work groups, what they want, value and expect from the organisation.

## 2.4 Literature Review

A literature review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research (Shields, Patricia; Rangarjan, Nandhini, 2013). Literature review on the other hand makes a review of the relevant theories and models explaining the key study variables so as to set the study in line with the current best practices and from the review of the various models

## 2.4.1 Performance management

Radnor, McGuire, (2004) describe performance management as an approach to manage people. Such approach entails planning staff performance, facilitating the achievement of work related goals and reviewing performance as a way of motivating employees to achieve their full potential in line with the organisation’s objectives. Performance management should be aiming to clarify the organisation’s needs for business performance and setting up a process which ensures that it is delivered. This can only be done with a high level of performance alignment of all processes involved in the management and development of people throughout the whole organisation. Simons, (2000), summarizes performance management as the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organisational effectiveness in the accomplishment of agency missions and goals.

Performance management is a tool, which the personnel managers are with the ultimate goal of securing a competitive advantage of the organisation. Performance management is the approach that constitutes personnel management in holistic sense firmly set within the context of business planning and strategy (Simons, 2000). Sisson further adds that by concentrating on the macro issues of strategy and planning and all the organisational politics that are involved, the need to get the right micro processes of the actual techniques and procedures of each of the component part of personnel management could get lost. It is comparable to concentrating on the architecture of a building and ignoring the importance of bricks.

Probably the main criticism that has rightly been made about the application of Performance management is that it has been introduced as a top-down and rigid system that seeks easy solutions to complex problems, which it inevitably fails to deliver. It is much better to regard performance management as a flexible ‘process’ not as a system. The use of the term ‘system’ implies a rigid standardized and possibly bureaucratic approach that is inconsistent with the concept of performance management as an evolutionary process applied by managers working with their staff in accordance with the circumstances in which they are working (Armstrong, 2004). As such it involves managers and those whom they manage operating as partners but within framework that sets out they can best work together. This framework has to reduce the degree to which performance management is a top-down affair, and it has to be congruent with the way in which any particular organisation functions.

## 2.4.2 Staff performance

According to Aguinis (2017), performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organisational policies in order to achieve certain objectives. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one’s qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it enhances his working ability all other things being equal. Also, experience is a great asset that can improve an employee’s performance.

Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Campbell, 2016). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual’s job behavior. Performance in the form of task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. This therefore means that, task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits.

Performance management in organisations is measured in a variety of ways. It can be measured through Objectives or goals, which describe something to be accomplished, by individuals, departments and organisations over a period of time. They can be expressed as targets to be met (such as sales) and tasks to be completed by specified dates. They can be work-related, referring to the results to be attained, or personal, taking the form of developmental objectives for individuals (Furnham, 2004).

## 2.4.3 Performance planning and staff performance

The performance planning process is the typical starting point of the cycle of performance management. The goal-setting, where individual objectives are linked to organisational goals, usually occurs at this stage in line with annual standard review cycles (Furnham, 2004). In an effective organisation, work is planned out in advance, which means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organisational objectives. Getting employees involved in the planning process will help them understand the goals of the organisation, what needs to be done, why it needs to be done, and how well it should be done (Pulakos, 2014). This means that at the beginning of performance management cycle, it is important to engage with employees in order to have a thorough planning and review of their performance expectations, including both the behaviours they are expected to exhibit and the results they are expected to achieve during the upcoming rating cycle.

Performance planning is supported by the underpinning goal-setting theory. However, some authors have reported variations (Drucker, 2008), depending on the culture, in joint goal-setting exercises in the performance planning process. For instance, in China, cultural values such as respect for hierarchy have led multi-national companies to use assigned rather than jointly determined goals and to modify the nature and number of goals to ensure that they are easily attainable (Drucker, 2008). Nonetheless, it is an indication that, staff performance plans should include all of the recorded performance elements that set forth expected performance, such as all critical and non-critical elements and their performance standards. Performance elements tell employees what they have to do and standards tell them how well they have to do it.

Armstrong, & Baron, (2004) notes that the performance-planning component of performance management at Virginia Tech is an essential foundation of the overall program. Performance planning sets the stage for individual career success as well as organisational success. Planning refers to setting performance expectations and goals for individuals to channel their efforts toward achieving departmental and/or organisational objectives. Employees at all levels are responsible for actively communicating with their supervisors about their performance (Drucker, 2008). The study confirms that, performance planning is the first crucial component of any performance management process which forms the basis of performance appraisals. Performance planning is jointly done by the appraisee and also the reviewee in the beginning of a performance session. During this period, the employees decide upon the targets and the key performance areas which can be performed over a year within the performance budget., which is finalized after a mutual agreement between the reporting officer and the employee.

According to Bart, (2015), Performance plans are decided between the supervisor and employee working together.  They together determine the performance expectations and development objectives to be accomplished during the review period. They discuss goals, objectives and expectations for the review period. The process helps to improve the communication and discuss the career development plan of the employee (Davis & Rodgers, 2016). Therefore the objective and need for performance planning is required: to come to agreement on the individual’s job responsibilities, to remove any ambiguity of the goals and objectives that needs to be achieved, to identify the competencies required for doing the job, and to create an appropriate performance and career development plan for the individual.

Wendy (2017) explains that performance-planning process comprises of three main elements which helps turn an organisations vision or mission into concrete achievable. These are the performance analysis, performance choice and performance implementation. The performance analysis encompasses setting the organisation’s direction in terms of vision, mission and goals. Therefore this entails articulating the company’s performance intent and directing efforts towards understanding the business environment (Davis, 2015). This means that performance choice stage involves generating, evaluating and selecting the most appropriate strategy. Strategy implementation stage consists of putting in place the relevant policies and formulating frameworks that will aid in translating chosen strategies into actionable forms.

Bart, (2015) says that it is variously argued that firms’ record improved performance once they effectively embrace performance planning. Andersen’s empirical study (Andersen, 2000, p. 196) provides evidence that performance planning (that emphasizes elements of the conventional performance management process) is associated with higher performance in all the industrial environments studied. The performance effect of performance planning does not vary significantly between the different industry groups. It is therefore important to note that performance planning is an important performance driver in all industrial settings, and enhances both economic performance and organisational innovation.

According to Song (2011) the empirical evidence suggests that more performance planning and more new product development projects lead to better staff performance. Previous studies have attempted to determine the effect of the planning process on firm staff performance. These efforts have divided firms into those with formal planning systems and those without formal planning systems and related these to measures of staff performance. These studies were based on the assumptions that formal planning leads to better financial performance and that the effectiveness of the planning process could be determined by looking at the financial returns of the firm. This theory has not been supported strongly by empirical testing. For both large and small firms, the results have been mixed when planning formality has been related to financial performance (Davis & Rodgers, 2016). Consequently, researchers have taken a more contingent view toward the performance planning relationship and have begun to control for firm size, industry environment, entrepreneurial/managerial characteristics, etc. However, the results regarding small firm planning and performance remain mixed.

Regarding the relationship between performance planning and performance, several studies have found a positive relationship between performance and the firm is planning activities (Nankervis and Compton (2006). However, a meta-analysis of this relationship conducted by Davis, (2015**).** Dickinson, (2013) found only mixed results with some studies reporting either no effect or small negative effects between performance planning activities and performance. To determine whether a relationship between performance planning and performance exists in the agribusiness context is of significant importance, as the planning activities, and the strategy implementation that follows, usually signify incurring high nonoperational costs.

Nankervis and Compton (2006) argues that performance planning assists in providing direction so organisation members know where the organisation is heading and where to expend their major efforts. It guides in defining the business the firm is in, the ends it seeks and the means it will use to accomplish those ends. Hewitt Associates. (2004), note that a company’s strategy provides a central purpose and direction to the activities of the organisation and to the people who work in it. Adding to this argument, Holloway, Lewis, and Mallory, (2005) contends that the primary goal of performance planning is to guide the organisation in setting out its performance intent and priorities and refocus itself towards realizing the same. This means that, performance planning allows an organisation to be more proactive than reactive in shaping its own future, initiate and influence (rather than just respond to) activities, and thus to exert control over its destiny. It assists in highlighting areas requiring attention or innovation

## 2.4.4 Performance appraisal and staff performance

Performance appraisal and evaluation has repeatedly been a central and sensitive area of these changes, and this has been so mainly because new accountabilities and "visibilities" of employees have often been deemed essential to the success of the business innovations concerned ; for example one of the clearly fundamental changes in work at lower levels of organisational hierarchies in the last decade has been the “entry” into the office, workshop or factory of the customer or client, either symbolically or physically (Ittner&Larcker, 2018). Systematic national surveys of employee responses to evolutions in working conditions have shown this clearly.

Associates. (2004) for example, for France). Translating this new "closeness of the client" and his/her needs concretely into new work targets and demands on employees has been at the heart of the logic of both TQM and BPR. Target setting at both group and individual levels, revised and refined employee surveillance methods, and new performance appraisal and evaluation methods have all been generalized to both individual workers and to groups of employees below the managerial level (Drucker, 2008). Therefore the Target setting shift the nature of "work" it and enhance transformatonn of concepts and criteria of "performance" in work.

Varma, Budhwar&DeNisi, (2018) notes that in academic research a number of analytical perspectives – both sociological and psychological - have been mobilized to consider a variety of implications of this broader diffusion of new managerial systems and tools (without always focusing specifically on PA techniques). Three are important here. One interpretation of this trend has been Foucauldian in inspiration, and as such, explicitly “political” – in this view a wide generalization of new surveillance and control techniques, along with objective setting, corresponds to a new all-encompassing and quasi-totalitarian management “gaze” which wields power over employees through attempting to generate a kind of behavioural transparency in the workplace (Ittner&Larcker, 2018).

Lynch & Cross, (2013) notes that second (neo-institutionalist) interpretation focuses (like the first) on the evolution of paradigms in performance management, relating them to broad developments in organisational structures and models of management. One interesting (but undeveloped) focus in this school has been on the essentially paradoxical nature of "fashion" in performance appraisal paradigms; according to this view criteria of performance are constantly being changed by managements because their perceived efficiency – linked to their capacity to differentiate and to compare pertinent cases – declines almost inevitably (or “runs down”) as they are used and reused in the firm (Johnson, & Scholes, 2017).

According to Markus, &Pfeffer, (2014), a third – and much older - perspective, nearer to traditional HR management thinking and applied psychology, considers the actual use of performance appraisal "close up", using models of the interaction between PA tools and system elements (PA procedures, forms and criteria, training), the rater/superior and the ratee/subordinate. In this (cognitivist) managerial perspective “politics” is not entirely evacuated from the issue, but it has tended to recede into the background behind the priority given to problems of management effectiveness and PA validity and reliability (rating distortions, discrimination, inequity) (Kaplan & Norton, 2012).

## 2.4.5 Quality improvement practices and staff performance

The emergence of quality as a top priority in many corporate entities is primarily due to the globalization of world trade and the competitive pressure brought about by the escalating demands of consumers, who want better products and services(Sila and Ebrahimpour, 2002). According to Feigenbaum (2015), the key is transforming quality from the past emphasis upon the reduction of things gone wrong for the customer, to emphasize upon the increase in things gone right for the customer, with the consequent improvement in sales and revenue growth. Creating better planning, better external and internal focus, better design, strengthening weak processes and protecting strong areas, which give organisations an edge over their competitors, is being achieved through total Quality improvement practices (TQM). It ensures that the voice of the customer is always matched by the voice of the processes (Kim-Soon &Jantan, 2010). Developing an organisational philosophy based on TQM is a long-term journey and its survival overtime is more likely if four major issues are built into the organisation: the emotional commitment of Chief Executive Officers is linked to the use of TQM philosophy; the management team has adequate understanding and knowledge about TQM; there are appropriate systems to stimulate, guide and direct TQM activities; and involvement and participation of employees.

Researchers have reported that one of the problems with QM implementation is the lack of a universally accepted definition of quality. Burgess, (2011) defined quality as “multidimensional to produce a product and/or deliver a service that meets the customer’s expectations to ensure customer satisfaction” (Mawhinney and Redmon, 2015). Sousa and Voss, (2002), defined quality based on a multiple meaning, namely: “Quality consists of those product features which meet the needs of customers and thereby provide product satisfaction,” and quality is apparently associated with customers’ requirements, and fitness suggests conformance to measurable product characteristics” (Mureithi, P. N. (2018). Quality is “conformance to requirements” (Ngolovoi, 2017). Another definition of TQM: "an integrated approach to achieving and sustaining high quality output, focusing on the maintenance and continuous improvement of processes and defect prevention at all levels and in all functions of the organisation, in order to meet or exceed customer expectations" (Mzenge, 2016).

## 2.5 Conceptual Framework

**Independent Variables Dependent Variables**

**Staff Performance**

* Staff productivity
* Efficiency
* Effectiveness

Enhanced creativity

**Performance Management**

* Performance Planning
* Performance appraisal
* Quality improvement practices

**Intervening Variables**

* Organizational policy
* Technical expertise
* Level of technology

Source: Adopted with the modification from Armstrong, & Baron (2004)

The conceptual framework is comprised of the independent variable (performance management) and the dependent variable (staff performance). Performance management is measured against performance planning, performance appraisal and quality improvement practices. Staff performance is measured against staff productivity, efficiency and effectiveness. The two variables are interlinked by the intervening variables that includes organisational policy, technical expertise and level of technology.

## CHAPTER THREE

## METHODOLOGY

## 3.1 Introduction

## This chapter gives an account on how the study was conducted. It explains the approaches the researcher used when gaining information on the research problem and includes the research design, study population and sample size, sampling design and procedure, data collection methods, measurement of variables. Procedure of data collection, data processing, analysis and presentation and anticipated problems to the study.

## 3.2 Research Design

Creswell (2003) defines research design as a specific plan or protocol for conducting the study. It involves the following; a) Research approach, b) Research strategy, c) Research duration and d) Research classification.

## 3.2.1 Research Approach

The study adopted a positivism and phenomenological approach. Probing questions were directed to respondents. This research approach allowed the interviewer to probe the richness of emotions and motivations on role of Performance Management in the Staff Performance of MRC. The researcher further used qualitative data to help clarify hypothesis, beliefs and attitudes about the Performance Management and Staff Performance.

## 3.2.2 Research strategy

# The study used a case study as the research strategy. This involved an up-close in depth and detailed examination of the role of performance management in the staff performance as well as its related contextual conditions. The case study was used to analyze persons, events, ideas and policies in the performance management and staff performance.

## 3.2.3 Research classification

The study used both quantitative and qualitative which was generally associated with the positive paradigm. Qualitative method in research is primarily exploratory research. It is used to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem. Qualitative data collection methods vary using unstructured or semi-structured techniques. Some common methods include focus groups (group discussions), individual interviews, and participation/observations. The sample size is typically small, and respondents are selected to fulfill a given quota. This was done using an interview guide.

Quantitative method is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It is used to quantify attitudes, opinions, behaviors, and other defined variables – and generalize results from a larger sample population. Quantitative Research uses measurable data to formulate facts and uncover patterns in research. Quantitative data collection methods are much more structured than Qualitative data collection methods. The study used a self-administered questionnaire to make the quantitative study.

## 3.2.4 Research duration

## The study used a cross-sectional research design. Cross-sectional research design involves looking at data from a population at one specific point in time. Cross-sectional studies are observational in nature and are known as descriptive research. Researchers record the information that is present in a population, but they do not manipulate variables. Respondents were selected based on particular variables of interest. This type of design allowed to researcher to collect data on some different variables to see how differences in sex, age, educational status correlated with the critical variable of interest.

## 3.3 Study population

The study population refers to the large groups of people the researcher is to collect data from (Ruane, 2005). The study targeted 150 population that included Accounts (10), Procurement (5), Stores (5), Data management section (30), Research compliance (5), Laboratory(40), Human resource(5), Social Sciences (43), and heads of sections (7). This was got using Random sampling method which involves selecting the sample from a statistical population so that every sample that could be selected has a predetermined probability of being selected.

## 3.4. Study sample

Kakinda (2000) described a sample as a subset of the population. It comprises of some selected members who are referred to as subjects. A sample size of 108 out of a population of 150 respondents was used as recommended by Krejcie and Morgan (1970) table for determining the sample size. This included accounts (9), procurement (4), stores (4), Data Management Section (23), research compliance (5), laboratory (30), Heads of sections (4) Social Sciences (25) and human resource (5).

**Table 3.1: Sample size determination**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category**  | **Accessible population**  | **Sample Size**  | **Sampling Techniques**  |
| Accounts | 10 | 9 | Purposive sampling  |
| Procurement | 5 | 4 | Purposive sampling |
| Stores | 5 | 4 | Purposive sampling |
| Data management section | 30 | 23 | Random Sampling |
| Research compliance | 5 | 4 | Purposive sampling |
| Laboratory | 40 | 30 | Random Sampling |
| Human resource | 5 | 5 | Census sampling |
| Social Sciences  | 43 | 25 | Random Sampling |
| heads of sections  | 7 | 4 | convenience sampling |
| **Total**  | **150** | **108** |  |

## 3.5 Sampling methods

The study used both probability and non-probability sampling methods. Probability Sampling is a sampling technique in which sample from a larger population are chosen using a method based on the theory of probability (ShahrokhEsfahani, Mohammad; Dougherty, Edward, 2014). Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected (ShahrokhEsfahani, Mohammad; Dougherty, Edward, 2014). This approach improved on the accuracy by concentrating a sample on large elements that have the greatest impact on population estimates.

## 3.6 Sampling Techniques

The researcher employed three techniques of sampling namely: simple random sampling, convenience and census sampling to enroll respondents for the study. Simple random sampling has been defined as a strategy where all units of the sampling frame have equal chances of being chosen as representatives (Kothari, 2004). According to ShahrokhEsfahani, Mohammad; Dougherty, Edward, (2014), simple random sampling ensures that every member of the target population has an equal and independent chance of being included in the sample. A convenience sampling is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach. Convenience sampling was used to collect data from the respondents. A census is a study of every unit, everyone or everything, in a population. This was used to collect data from procurement and disposal department.

## 3.7 Data sources

Data was collected from both primary and secondary sources.

**Primary data source:** Douglas, (2015) defined primary sources of data as sources of original information that has never existed before. Data was collected using questionnaires and interviews.

**Secondary data source:** this is where data already exists somewhere and has previously been collected for different study purposes (Douglas, 2015). Secondary Data was obtained from published and unpublished data by library search or document search.

## 3.8Data collection methods

Data collection as devices that are used to collect data such as paper questionnaire or Computer assisted interviewing system (Kabir, 2016). The research employed two methods of data collection which include: Questionnaire and Interview guide.

**Survey method:** According to Kabir, (2016) survey method is the questioning of individuals on a topic or topics and then describing their responses. The study used Survey method to collect primary data. The type of questions in the questionnaire was close ended, this is because they are more appropriate in collecting information regarding surveys that deal with the perception of the variables, where respondents were able to read and answer questions without being influenced by the interviewer, the respondents responded what was convenient for them without any pressure, and confidential information was not revealed.

**Interview:** An interview is a conversation where questions are asked and answers are given (Dipboye, Macan, &Shahani-Denning, 2012). The interview methods comprised of personal (face to face) interviews with key individuals considered to have the necessary information relevant to the study objectives and those who did not have time to fill the questionnaire. Structured interviews were used and this is where the researcher asks the respondent predetermined questions and then records the answers. This method provided in- depth data which could not be got using the questionnaire.

**Document review:** Document review Document review is a way of collecting data by reviewing existing documents (Kabir, 2016). The researcher reviewed documents in order to obtain the secondary data that was related to the issue under investigation.

## 3.9 Data collection instruments

Data collection instruments to be used included: questionnaires, interview guide and both primary and secondary sources were used of which primary data was collected from key respondents.

**Self-administered questionnaire;** Semi- structured questionnaire was administered to collect data from respondents. Prior to the data collection exercise, the questionnaire (tools) was pretested to confirm their effectiveness and usability. With the help of research assistants, selected respondents were interviewed using the pretested questionnaires. The questionnaire was structured under sections to cover the demographic information of the respondents, the independent and dependent variables. The items on the questionnaire was measured on a 5 point like scale of 5 = Strongly Agree, 4= Agree, 3= Note Sure, 2= Disagree and 1 = strongly disagree.

**Interview guide;** to supplement the data from the self-administered questionnaire an interview guide was used for key respondents. This was applied in face to face interview to have in-depth understanding of performance management in relation to staff performance. To achieve considerable responses, an interview guide was used to ask targeted questions expecting a given range of answers. Interviews were held with those respondents identified purposely to provide more explanations to the topic under study and those who were too busy to fill questionnaire.

**Document review checklist:** This involved obtaining information by carefully studying written documents. These included textbooks, newspapers, journals, evaluation reports, performance appraisal and work plans

## 3.10 Validity and Reliability of Research Instruments

## 3.10.2 Validity

## Validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon claiming to measure. Valid claims are solid claims. It is concerned with ensuring that the tools used in a study are well designed to ensure that they actually measure what they are meant to. The researcher therefore used the Content Validity Index (CVI) approach to establishing validity of the draft interview guide and the draft questionnaire where both tools were distributed to 7 subject matter specialists to make an assessment on each question therein and declare their individual stand on whether each question individually merits to be either maintained on the tools, improved upon or all together dropped. The CVI formula is as follows;

Number of items considered valid on the draft

 CVI = Number of items on the draft instruments.

As a rule of research methodology, the researcher will aim at a CVI of at least 0.7 in accordance with Amin, (2005)

## 3.10.2 Reliability

Reliability is the degree to which an assessment tool produces stable and consistent results. In this study, reliability was ensured through standardizing data collection techniques and protocols and also documenting time, day and place observations are made. First the researcher used the Test-retest technique where the draft questionnaire was applied on ten respondents and then applied on the same ten respondents with a space of fifteen days to see if they were able to give similar responses and thus test the reliability of the tool. The researcher also used the Statistical Package for Social Scientists (SPSS) to compute the Cronbach Alpha Coefficient. As a research methodology rule, the researcher ensured a Cronbach Alpha Coefficient of at least 0.7 is realized.

**3.11. Research Procedure**

The Researcher got a letter from the University (introductory letter from Nkumba University) to the authorities of the MRC to be allowed to carry out the Research. Having got the permission, the researcher started carrying out the study.

**3.12 Data presentation, analysis and interpretation**

Data was analyzed by identifying the theme and the code category. It was analyzed during data collection and also analyzed after data collection. During data collection, the methods of data collection was tailored to fit the information level of the respondents. After data is collected, it was assembled according to the name and code category then general information was deduced and then supported with typical and exemplary questions on the efficiency, economy, and reliability using descriptive Coding.

**3.12. Ethical considerations**

Research proposal was designed such that it is conducted in line with prevailing ethical standards. Accept individuals refusal to take part because he/she has a right to privacy, which may be affected by the nature and timing of the Researcher’s approach to intended participants. Not to abuse or use personal information obtained without the consent of individuals concerned. Maintain confidentiality and anonymity when reporting. Maintaining objectivity by not misrepresenting data collected that is by being honest and ensuring statistical figures are presented accurately.

**3.13 Limitations of the study**

The following limitations encountered by the researcher while carrying out the study.

**Lack of access**

Because the study depends on having access to the respondents, the researcher faced a problem of limited access to the respondents and or denied. However, to access persons who seem were inaccessible, the researcher reached them via phone calls.

**Longitudinal effects**

The researcher also realizes that his budgeted time to investigate the research problem and to measure change or stability within the sample was constrained by the due date of his assignment. The researcher knows that the topic requires an excessive amount of time to complete the literature review, apply the methodology, and gather and interpret the results. To overcome this problem however, the researcher used Saturdays and Sundays also useful in conducting the research.

## CHAPTER FOUR

## BACKGROUND INFORMATION OF RESPONDENTS

## 4.0 Introduction

This chapter presents demographic characteristics of the respondents. It contains the gender of the respondents, age bracket, educational level, department of work

## 4.1 Background Information

The background information focused on Period spent in the business, level of education, gender and marital status of the respondents. Details of the findings are presented in tables 4.1-4.4

**Table 4.1 Period spent in the business (years)**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Less than 1 year | 15 | 14.3 |
| 2-5 years | 41 | 37.7 |
| 6-9 years | 22 | 20 |
| 10 and above years | 24 | 22.3 |
| Total | 102 | 94.3 |
| Missing | System | 6 | 5.7 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

**Figure 4.1 Period spent in the business (years)**

From table 4.1, majority of respondents (37.0%) had stayed in the business between 2-6 years. This was followed by those who were of 10 years and plus (22.3%), 20% for those between 6-9 years and least for 14.3% for those who had stated for less than one years. This therefore implies that the researcher obtained reliable and viable data from respondents since most of them had spent quite good period of time in the entity’s programmes.

**Table 4.2 Level of education**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Diploma  | 30 | 27.8 |
| Degree  | 40 | 37.0 |
| Masters  | 27 | 25.0 |
| PhD  | 10 | 9.3 |
| Total | 107 | 99.1 |
| Missing | System | 1 | 0.9 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

Table 4.2, established that the education level of the respondents, and their responses were; 37.0% of the respondents had completed degree as their highest level of education, 27.8% were diploma holders, 25% had completed a Master’s degree and 9.3% had a PhD holders. This implies that the respondents could interpret the questionnaire effectively, hence providing relevant information needed by the study.

**Table 4.3 Gender**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Male | 46 | 42.6 |
| Female | 59 | 54.6 |
| Total | 105 | 97.2 |
| Missing | System | 3 | 2.8 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

Table 4.3 above, the study revealed that gender of the respondents, was that 42.6% of them were male and 54.6% were female. As evidenced by the researcher, this was due to the fact that there were more females willing to take part of the study and that female respondents were the most active members as compared to females.

**Table 4.4 Marital status**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Married | 59 | 54.3 | 54.3 |
| Single | 49 | 45.7 | 100.0 |
| **Total** | **108** | **100.0** |  |

**Source: Primary data, 2019**

Table 4.4 indicates that majority of data was obtained from married people. This constituted a proportion of 54.3% of the total respondents. 45.7% of the respondents were single. Therefore despite of the level of divergences in the responses from the respondents, the study concludes that majority of respondents were married, hence obtaining reliable and viable information from people with stable and mature minds.

##

## CHAPTER FIVE

## PERFORMANCE PLANNING AND STAFF PERFORMANCE IN MRC

## 5.1 Introduction

## This chapter presents and analyzes data relating to the relationship between performance planning and staff performance at MRC.

## 5.1 ****Performance Planning and acquiring improved staff performance****

Respondents were asked whether performance planning at MRC sets in motion the process of acquiring improved staff performance**.** The results are indicated in table 5.1:

**Table 5.1 Performance Planning and acquiring improved staff performance**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 9 | 8.3 |
| Disagree | 13 | 12.0 |
| Not Sure | 15 | 13.9 |
| Agree | 34 | 31.5 |
| Strongly Agree | 37 | 34.3 |
|  | **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 5.1, the majority of the respondents (65.7%) generally agreed that performance planning at MRC sets in motion the process of acquiring improved staff performance. However, 20.5% of the total respondents disagreed and 13.8% were not sure. It is therefore concluded that performance planning at MRC sets in motion the process of acquiring improved staff performance

## 5.2 Performance planning facilitates efficient and effective staff of the MRC

Respondents were asked whether performance planning facilitates efficient and effective staff of the MRC. The results are indicated in table 5.2.

**Table 5.2 Performance planning facilitates efficient and effective staff of the MRC**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 7 | 6.5 |
| Disagree | 22 | 20.4 |
| Not Sure | 12 | 11.1 |
| Agree | 27 | 25.0 |
| Strongly Agree | 40 | 37.0 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 5.2, the majority of the respondents, 62.0% generally agreed that Performance planning facilitates efficient and effective staff of the MRC. However, 26.9% of the total respondents disagreed and 11.1% were not sure. It is therefore concluded that Performance planning facilitates efficient and effective staff of the MRC since majority of the respondents agreed.

## 5.3 Performance planning achieves maximum value for expenditures

Respondents were asked whether performance planning achieves maximum values for expenditures on goods, services and works planned for at MRC. The results are indicated in table 5.3.

**Table 5.3 Performance planning achieves maximum value for expenditures**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 1 | 0.9 |
| Disagree | 20 | 18.5 |
| Not Sure | 10 | 9.0 |
| Agree | 30 | 27.7 |
| Strongly Agree | 46 | 43.0 |
| Total | 107 | 99.1 |
| Missing | System | 1 | 0.9 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 5.3, the majority of the respondents, 71% generally agreed that performance planning achieves maximum values for expenditures on goods, services and works planned for at MRC. However, 19.9% of the total respondents disagreed and 9.0% were not sure. It is therefore concluded performance planning achieves maximum values for expenditures on goods, services and works planned for at MRC since majority of the respondents generally agreed. Assistant Human Resource manager said that,

*“Performance planning is understood as an achievement of the organisation in relation with its set goals, objectives, values and the framework for managing and developing individuals”.*

This means that performance planning achieves maximum value for all tasks undertaken at MRC.

## 5.4 Continuity of improved staff performance for the last three years at MRC

Respondents were asked whether there has been continuity of improved staff performance for the last three years due to planning performance instituted at MRC. The results are indicated in table 5.4.

**Table 5.4 Continuity of improved staff performance for the last three years due at MRC**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 13 | 12.0 |
| Disagree | 15 | 13.9 |
| Not Sure | 10 | 9.3 |
| Agree | 40 | 37.0 |
| Strongly Agree | 28 | 26.0 |
| Total | 106 | 98.1 |
| Missing | System | 2 | 1.9 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 5.4, the majority of the respondents (63%) generally agreed that there has been continuity of improved staff performance for the last three years due to planning performance instituted at MRC. However, 25.7% of the total respondents disagreed and 9.7% were not sure. The study therefore concludes that there has been continuity of improved staff performance for the last three years due to planning performance instituted at MRC since majority of the respondents agreed.

## 5.5 MRC achieves all expectations due to effective planning performance

Respondents were asked whether MRC is able to achieve all expectations due to effective planning performance criteria adopted. The results are indicated in table 5.5:

**Table 5.5 MRC achieves all expectations due to effective planning performance**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 8 | 7.4 |
| Disagree | 28 | 25.9 |
| Not Sure | 13 | 12.0 |
| Agree | 28 | 26.0 |
| Strongly Agree | 30 | 28.0 |
| Total | 107 | 99.0 |
| Missing | System | 1 | 1.0 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

Table 5.5, indicates that majority of the respondents (54%) generally agreed that MRC is able to achieve all expectations due to effective planning performance criteria adopted. However, 33.1% of the total respondents disagreed and 12% were not sure. It is therefore concluded that MRC is able to achieve all expectations due to effective planning performance criteria adopted since majority of the respondents agreed with the statement. The human Resource Manager, MRC said,

*“The performance planning process provides the information used to make effective decisions about how to allocate the resources in a way that enable the organisation to reach its objectives”.*

## This implies that MRC is able to achieve all expectations due to effective performance planning criteria adopted due to the fact that the process provides the information used to make effective decisions regarding the allocation of resources.

## 5.6 Achieving corporate objective of the organisation

Respondents were asked whether the planning processes adopted at MRC requiresthe management work towards achieving corporate objective of the organisation. The results are indicated in table 5.6:

**Table 5.6 Achieving corporate objective of the organisation**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 4 | 3.7 |
| Disagree | 20 | 18.5 |
| Not Sure | 10 | 9.3 |
| Agree | 39 | 36.1 |
| Strongly Agree | 35 | 32.4 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 5.6, majority of the respondents (68%) generally agreed that planning processes adopted at MRC requires the management work towards achieving corporate objective of the organisation. However, 22% of the total respondents disagreed and 9% were not sure. It is therefore concluded that planning processes adopted at MRC requires the management work towards achieving corporate objective of the organization since majority of the respondents agreed.

## 5.7 Promotes team building amongst the staff and imparts a spirit of cooperation

Respondents were asked whether performance planning promotes team building amongst the staff and imparts a spirit of cooperation. The results are indicated in table 5.7:

**Table 5.7 Promotes team building amongst the staff and imparts a spirit of cooperation**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 9 | 8.3 |
| Disagree | 19 | 17.6 |
| Not Sure | 12 | 11.1 |
| Agree | 44 | 40.8 |
| Strongly Agree | 24 | 22.2 |
|
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

Table 5.7, indicates that majority of the respondents (62%) generally agreed that performance planning promotes team building amongst the staff and imparts a spirit of cooperation. However 25.1% of the total respondents disagreed and 11% were not sure. It is therefore concluded that Performance planning promotes team building amongst the staff and imparts a spirit of cooperation since majority of the respondents agreed.

## 5.8 Getting a realistic view of the current strengths and weaknesses

Respondents were asked whether planning performance helps MRC get a realistic view of their current strengths and weaknesses in the post performances. The results are indicated in table 5.8.

**Table 5.8.Getting a realistic view of the current strengths and weaknesses**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 3 | 2.9 |
| Disagree | 15 | 13.7 |
| Not Sure | 11 | 10.3 |
| Agree | 60 | 55.4 |
| Strongly Agree | 19 | 17.7 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

Table 5.8, indicates that majority of the respondents (73.1%) generally agreed that planning performance helps MRC get a realistic view of their current strengths and weaknesses in the post performances. However, 16.6% of the total respondents disagreed and 10.3% were not sure. It is therefore concluded that planning performance helps MRC get a realistic view of their current strengths and weaknesses in the post performances since majority of the respondents agreed.

## 5.9 Promotes easy decision making and timely resource utilizations

Respondents were asked whether performance planning promotes easy decision making and timely resource utilizations. The results are indicated in table 5.9:

**Table 5.9 Promotes easy decision making and timely resource utilizations**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 9 | 8.0 |
| Disagree | 9 | 8.0 |
| Not Sure | 20 | 18.9 |
| Agree | 38 | 35.4 |
| Strongly Agree | 32 | 29.7 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

Table 5.9, indicates that majority of the respondents (65.1%) generally agreed that performance planning promotes easy decision making and timely resource utilizations by staff. However, 16% of the total respondents disagreed and 18.9% were not sure. It is therefore concluded that performance planning promotes easy decision making and timely resource utilizations by staff since majority of the respondents agreed.

## 5.10. Correlations Matrix

Pearson correlation analysis was performed to establish the relationship between performance planning and staff performance of MRC. The results are presented in table 5.10.

**Table 5.10: Correlations Matrix**

|  |  |  |
| --- | --- | --- |
|  | **Performance planning** | **Staff performance** |
| **Performance planning** | Pearson Correlation | 1 | .623\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 108 | 108 |
| **Staff performance** | Pearson Correlation | .623\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 108 | 108 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Results summarized in correlation matrix table 5.10 reveals that there is a significant positive relationship between performance planning and staff performance in MRC (r=.623, P=0.000<0.01). This finding implies that performance planning contributes to the overall performance of the staff at MRC.

## CHAPTER SIX

## PERFORMANCE APPRAISAL AND STAFF PERFORMANCE AT MRC

## 6.0 Introduction

## This chapter presents and analyzes data relating to the relationship between performance appraisal and staff performance at MRC.

## 6.1.Draws out the promotion programmes for hardworking staff

Respondents were asked whether performance appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff. The results are indicated in table 6.1

**Table 6.1.Draws out the promotion programmes for hardworking staff**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 3 | 2.8 |
| Disagree | 23 | 21.3 |
| Not Sure | 10 | 9.3 |
| Agree | 44 | 40.7 |
| Strongly Agree | 28 | 25.9 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 6.1, majority of the respondents (66.6%) generally agreed that performance appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff. However, 24.1% of the total respondents agreed and 9.3% were not sure. It is, therefore, concluded that Performance Appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff since majority of the respondents agreed.

## 6.2 Aids in drawing compensation packages for hardworking staff

Respondents were asked whether performance appraisal aids in drawing compensation packages for hardworking staff. The results are indicated in table 6.2.

**Table 6.2 Aids in drawing compensation packages for hardworking staff**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 3 | 2.9 |
| Disagree | 25 | 22.9 |
| Not Sure | 10 | 9.1 |
| Agree | 31 | 29.1 |
| Strongly Agree | 38 | 35.4 |
| Total | 107 | 99.4 |
| Missing | System | 1 | .6 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 6.2, majority of the respondents (64.5%) generally agreed that performance appraisal aids in drawing compensation packages for hardworking staff. However, 25.8% of the total respondents disagreed and 9.1% were not sure. It is therefore concluded that performance appraisal aids in drawing compensation packages for hardworking staff since majority of the respondents generally agreed.

## 6.3 Helps the management to frame training policies and programmes

Respondents were asked whether the systematic procedure of performance appraisal helps the management to frame training policies and programmes. The results are indicated in table 6.3.

**Table 6.3: Helps the management to frame training policies and programmes**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly Disagree | 7 | 6.9 |
| Disagree | 18 | 16.6 |
| Not Sure | 9 | 8.0 |
| Agree | 27 | 25.1 |
| Strongly Agree | 47 | 43.4 |
| **Total** | 108 | **100.0** |

**Source: Primary data, 2019**

According to Table 6.3, the majority of the respondents (68.5%) generally agreed that the systematic procedure of performance appraisal helps the management to frame training policies and programmes. However, 23.4% of the total respondents agreed and 8.0% were not sure. It is therefore concluded that the systematic procedure of performance appraisal helps the management to frame training policies and programmes since majority of the respondents agreed. The Head of Procurement said that,

*“The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyze strengths and weaknesses of employees so that new jobs can be designed for efficient employees”.*

## This means that, the systematic procedure of performance appraisal helps the management to frame training policies and programmes.

## 6.4: Promotes the understanding of the validity and importance of the selection procedure

Respondents were asked whether performance appraisal helps the supervisors to understand the validity and importance of the selection procedure. The results are indicated in table 6.4:

# Table 6.4: Understanding of the validity and importance of the selection procedure

|  |  |  |
| --- | --- | --- |
|  **Responses**  | **Frequency** | **Percentage** |
|  | Strongly Disagree | 3 | 2.8 |
|  | Disagree | 12 | 11.1 |
|  | Not sure | 2 | 1.9 |
|  | Agree | 49 | 45.4 |
|  | Strongly Agree | 42 | 38.9 |
|  | **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 6.4, majority of the respondents (83.3%) generally agreed that performance appraisal helps the supervisors to understand the validity and importance of the selection procedure. This implies that praising employees too much raises demand. However, 13.9% of the total respondents disagreed and 1.9% were not sure. It should be noted that Performance appraisal helps the supervisors to understand the validity and importance of the selection procedure.

## 6.5 Understanding and improve the skills of staff whenever three is need

Respondents were asked whether through performance appraisal, the management of MRC can understand and improve the skills of staff whenever three is need. The results are indicated in table 6.5.

# Table 6.5: Understanding and improve the skills of staff whenever three is need

|  |  |  |
| --- | --- | --- |
|  **Responses**  | **Frequency** | **Percentage** |
|  | Strongly Disagree | 25 | 23.1 |
|  | Disagree | 10 | 9.3 |
|  | Not sure | 12 | 11.1 |
|  | Agree | 33 | 30.6 |
|  | Strongly Agree | 28 | 25.9 |
|  | **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 6.5, the majority of the respondents (55.5%) generally agreed that through performance appraisal, the management of MRC can understand and improve the skills of staff whenever three is need. However, 32.4% of the total respondents disagreed and 11.1% were not sure. It should be noted that through performance appraisal, the management of MRC can understand and improve the skills of staff whenever three is need.The Accounting Officer said that,

*“There is effective communication between employees and employers is very important. This helps in boosting the confidence of the staff when executing their assigned duties. Through performance appraisal, communication can be sought for in the following ways: Through performance appraisal, the employers can understand and accept skills of subordinates, the subordinates can also understand and create a trust and confidence in superiors”.*

This implies that effective communication helps in maintaining cordial and congenial labour management relationship and it develops the spirit of work and boosts the morale of employees.

## 6.6 Helps the management to gain and build confidence over the staff

### Respondents were asked whether Performance appraisal helps the management to gain and build confidence over the staff. The results are indicated in table 6.6.

# Table 6.6: Helps the management to gain and build confidence over the staff

|  |  |  |
| --- | --- | --- |
|  **Responses**  | **Frequency** | **Percentage** |
|  | Strongly Disagree | 11 | 10.2 |
|  | Disagree | 30 | 27.8 |
|  | Not sure | 9 | 8.3 |
|  | Agree | 38 | 35.2 |
|  | Strongly Agree | 20 | 18.5 |
|  | **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 6.6, the majority of the respondents (53.7%) generally agreed that performance appraisal helps the management to gain and build confidence over the staff. However, 38% of the total respondents disagreed and 8.3% were not sure. This implies that Performance appraisal helps the management to gain and build confidence over the staff since majority of the respondents agreed.

## 6.7 Maintaining cardinal and congenial labour management relationship

## Respondents were asked whether Performance appraisal helps the management maintaining cardinal and congenial labour management relationship. The results are indicated in table 6.7:

**Table 6.7: Maintaining cardinal and congenial labour management relationship**

|  |  |  |
| --- | --- | --- |
|  **Responses**  | **Frequency** | **Percentage** |
|  | Strongly Disagree | 2 | 2.2 |
|  | Disagree | 39 | 36 |
|  | Not sure | 18 | 16.6 |
|  | Agree | 30 | 28 |
|  | Strongly Agree | 19 | 17.2 |
|  | **Total** | **108** | **100** |

**Source: Primary data, 2019**

According to table 6.7, the majority of the respondents (45.2%) generally agreed that Performance appraisal helps the management maintaining cardinal and congenial labour management relationship. However, 38.2% of the total respondents disagreed and 16.6% were not sure. It should be noted that performance appraisal helps the management maintaining cardinal and congenial labour management relationship since majority of the respondents agreed. Procurement Assistant reported that,

*“An effective appraisal and performance management process can have a significant impact on an organisation’s culture, staff morale and employee engagement levels – all of which enhance employer brand and support the retention of key talent within a business”.*

## This means that performance appraisal helps the management maintaining cardinal and congenial labour management relationship.

## 6.8 Develops the spirit of work and boosts the morale of the staff

## Respondents were asked whether performance appraisal develops the spirit of work and boosts the morale of the staff. The results are indicated in table 6.8:

**Table 6.8: Develops the spirit of work and boosts the morale of the staff**

|  |  |  |
| --- | --- | --- |
|  **Responses**  | **Frequency** | **Percentage** |
|  | Strongly Disagree | 3 | 2.8 |
|  | Disagree | 37 | 34.2 |
|  | Not sure | 12 | 11.5 |
|  | Agree | 37 | 34.2 |
|  | Strongly Agree | 19 | 17.3 |
|  | **Total** | **108** | **100** |

**Source: Primary data, 2019**

According to Table 6.8, the majority of the respondents (51.7%) generally agreed that Performance appraisal develops the spirit of work and boosts the morale of the staff. However, 37% of the total respondents disagreed and 11.5% were not sure. It should therefore be noted that Performance appraisal develops the spirit of work and boosts the morale of the staff since majority of the respondents agreed.

## 6.9 Used as a motivation tool to facilitates improved organisational performance

Respondents were asked whether whenever MRC use performance appraisal as a motivation tool to the staff which facilitates improved organisational performance. The results are indicated in table 6.9:

**Table 6.9: Used as a motivation tool to facilitates improved organisational performance**

|  |  |  |
| --- | --- | --- |
|  **Responses**  | **Frequency** | **Percentage** |
|  | Strongly Disagree | 6 | 5.8 |
|  | Disagree | 37 | 34.6 |
|  | Not sure | 10 | 9.6 |
|  | Agree | 33 | 30.8 |
|  | Strongly Agree | 21 | 19.2 |
|  | **Total** | **108** | **100** |

**Source: Primary data, 2019**

According to table 6.9 above, the majority of the respondents (50%) generally agreed that MRC use performance appraisal as a motivation tool to the staff which facilitates improved organisational performance. However, 40.4% of the total respondents disagreed and 9.6% were not sure. This therefore means that MRC use performance appraisal as a motivation tool to the staff which facilitates improved organisational performance since majority of the respondents agreed.

## 6.10 Correlations Matrix

Pearson correlation analysis was performed to establish the relationship between performance appraisal and staff performance at MRC. The results are presented in table 6.10

**Table 6.10: Correlations Matrix**

|  |  |  |
| --- | --- | --- |
|  | Performance appraisal | Staff performance |
| Performance appraisal | Pearson Correlation | 1 | .712\*\* |
| Sig. (2-tailed) |  | .001 |
| N | 108 | 108 |
| Staff performance  | Pearson Correlation | .712\*\* | 1 |
| Sig. (2-tailed) | .001 |  |
| N | 108 | 108 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Results summarized in correlation matrix table 6.10 reveals that there is a strong positive relationship between performance appraisal and staff performance at MRC (r=.712, P=0.000<0.01). This finding implies that performance appraisal contributes to the staff performance at MRC.

## CHAPTER SEVEN

## QUALITY IMPROVEMENT PRACTICES AND STAFF PERFORMANCE AT MRC

## 7.0 Introduction

## This chapter presents and analyzes data relating to the relationship between quality improvement practices and staff performance at MRC.

## 7.1 Quality improvement and achieving continuous improved organisational projects

Respondents were asked whether quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects. The results are shown in table 7.1:

**Table 7.1 Quality improvement and achieving continuous improved organisational projects**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | strongly disagree | 18 | 16.6 |
| Disagree | 17 | 16 |
| Not Sure | 17 | 16 |
| Agree | 25 | 22.9 |
| Strongly Agree | 29 | 26.9 |
| Total | 106 | 98.4 |
| Missing | System | 2 | 2.3 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 7.1, the majority of the respondents (49.8%) generally agreed that quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects. However, 33.3% of the total respondents disagreed and 15.4% were not sure. Hence quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects since majority of the respondents agreed.

## 7.2 Follows continuous examination all the organisation’s activities

Respondents were asked whether quality improvement practices adopted at MRC follows continuous examination all the organisation’s activities. The results are shown in table 7.2:

**Table 7.2: Follows continuous examination all the organisation’s activities**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly disagree | 18 | 16.7 |
| Disagree | 25 | 23.1 |
| Not Sure | 19 | 17.6 |
| Agree | 23 | 21.3 |
| Strongly Agree | 22 | 20.4 |
| Total | 107 | 98.8 |
| Missing | System | 1 | 1.1 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 7.2, the majority of the respondents (41.1%) generally agreed that quality improvement practices adopted at MRC follows continuous examination all the organisation’s activities. However, 40.5% of the total respondents disagreed and 17.7% were not sure. This implies that respondents were not sure. This means that quality improvement practices adopted at MRC follows continuous examination all the organisation’s activities since all sides attracted almost equal responses from the respondents. Another respondents said during the interview that,

*“Quality improvement practices ensures that an organisation, product or service is consistent. It has four main components: quality planning, quality assurance, quality control and quality improvement. Quality improvement practices is focused not only on product and service quality, but also on the means to achieve it”.*

## This means that, quality improvement practices ensures that an organisation, product or service is consistent.

## 7.3 Quality improvement practices and establishing long range quality goals

## Respondents were asked whether through quality improvement practice, MRC is in position to establish long range quality goals. The results are shown in Table 7.3:

**Table 7.3 Quality improvement practices and establishing long range quality goals**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | strongly disagree | 21 | 19.4 |
| Disagree | 19 | 17.7 |
| Not Sure | 15 | 14.3 |
| Agree | 28 | 25.7 |
| Strongly Agree | 24 | 22.3 |
| Total | 107 | 99.4 |
| Missing | System | 1 | .6 |
| Total | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 7.3, the majority of the respondents (48%) generally agreed that through quality improvement practice, MRC is in position to establish long range quality goals. However, 37.1% of the total respondents disagreed and 14.3% were not sure. This implies through quality improvement practice, MRC is in position to establish long range quality goals.

## 7.4 Promotes strong morale amongst the staff members at MRC

Respondents were asked whether quality improvement practices promotes strong morale amongst the staff members of MRC. The results are shown in Table 7.4:

**Table 7.4 Promotes strong morale amongst the staff members at MRC**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly disagree | 16 | 14.9 |
| Disagree | 17 | 16 |
| Not Sure | 26 | 24 |
| Agree | 31 | 29.1 |
| Strongly Agree | 16 | 14.9 |
| Total | 107 | 98.9 |
| Missing | System | 2 | 1.1 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 7.4, the majority of the respondents (44%) generally agreed that quality improvement practices promotes strong morale amongst the staff members of MRC. However, 30.9% of the total respondents disagreed and 24% were not sure. This implies Quality improvement practices promotes strong morale amongst the staff members of MRC since majority of the respondents generally agreed with the statement asked to them by the researcher

## 7.5 Quality improvement practices and achieving long-term productivity

Respondents were asked whether quality improvement practices is a crucial step to achieving long-term efficiency and productivity. The results are shown in table 7.5:

**Table 7.5 Quality improvement practices and achieving long-term productivity**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Strongly disagree | 7 | 6.9 |
| Disagree | 36 | 33.7 |
| Not Sure | 30 | 28 |
| Agree | 28 | 26.3 |
| Strongly Agree | 4 | 4 |
| Total | 107 | 98.9 |
| Missing | System | 2 | 1.1 |
| **Total** | **108** | **100.0** |

**Source: Primary data, 2019**

According to Table 7.5, the majority of the respondents (30%) generally agreed that quality improvement practices is a crucial step to achieving long-term efficiency and productivity. However, 40.6 % of the total respondents disagreed and 28% were not sure. This implies that quality improvement practices is a crucial step to achieving long-term efficiency and productivity since majority of the respondents generally agreed. The accountant said that,

*“Quality improvement practices ensure changes in the systems and processes which eventually result in superior quality products and services. Quality improvement practices methods such as Total Quality improvement practices or Six Sigma have a common goal - to deliver a high quality product. Quality improvement practices creates superior quality products which not only meet but also exceed customer satisfaction. Customers need to be satisfied with your brand. Business marketers are successful only when they emphasize on quality rather than quantity”.*

## This means that, quality improvement practices is a crucial step to achieving long-term efficiency and productivity

## 7.6 Correlations Matrix

Pearson correlation analysis was performed to establish the relationship between quality improvement practices and staff performance at MRC. The results are presented in table 7.6.

**Table 7.6: Correlations Matrix**

|  |  |  |
| --- | --- | --- |
|  | Quality improvement practices | **Staff performance** |
| Quality improvement practices | Pearson Correlation | 1 | .652 \*\* |
| Sig. (2-tailed) |  | .000 |
| N | 108 | 108 |
| Staff performance | Pearson Correlation | .652 \*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | **108** | **108** |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Results summarized in correlation matrix table 7.6 reveals that there is a moderately strong positive relationship between quality improvement practices and staff performance at MRC (r=.652 \*\*, P=0.000<0.01). This finding implies that the entity is able to achieve improved staff performance due to the good quality improvement practices used.

## CHAPTER EIGHT

## TOWARDS HARMONIZING PERFORMANCE MANAGEMENT AND STAFF PERFORMANCE IN MEDICAL RESEARCH ORGANISATIONS

## 8.0 Introduction

This chapter links the findings to the literature review and suggests the way forward in the solution to the problem of study which are reflected in the next chapter.

**8.1. Hypothesis testing**

A regression analysis was performed to establish the relationship between performance management and staff performance at MRC. Results are indicated in table 8.1, table 8.2 and table 8.3.

**Table.8.1. Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | .781a | .610 | .556 | .49575 |
| 1. Predictors: (Constant), Planning Performance, Performance Appraisal and Quality improvement practices

Table 8.1 revealed that, a. Planning Performance, Performance Appraisal and Quality improvement practices significantly contribute to the staff performance with 5.56% of the variance in the staff performance (Adjusted R Square= .556; Std. Error of the Estimate =.49575). This implies that performance management positively contribute to the overall staff performance at MRC. This is an indication that at MRC, there is improved staff performance at MRC, staff at MRC are committed to their work, improved job satisfaction at MRC, achieves long-term efficiency and productivity in all the activities, establishes its long range quality goals and improved staff morale at MRC. |

**Table 8.2. ANOVA Results**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 16.552 | 6 | 2.759 | 11.224 | .000b |
| Residual | 10.568 | 43 | .246 |  |  |
| Total | 27.120 | 49 |  |  |  |
| a. Dependent Variable: Staff performance |

1. Predictors: (Constant)Planning Performance, Performance Appraisal and Quality improvement practices

According to ANOVA results in table 8.2 indicates that there is a strong positive relationships between performance management and staff performance at MRC with (F=11.224, P<0.000). This implies that, performance management positively contribute to improved staff performance at MRC.

**Table 8.3. Standardized Coefficients**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | **Unstandardized Coefficients** | **Standardized Coefficients** | **T** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant) | .428 | 1.467 |  | .292 | .772 |
| Planning Performance | .773 | .115 | .727 | 6.714 | .000 |
| Performance Appraisal  | .260 | .178 | .481 | 4.117 | .002 |
| Quality improvement practices | .014 | .088 | .189 | 1.456 | .003 |

Findings revealed that, there is a strong positive relationships between performance management and staff performance at MRC with (beta value=.727, t=.6.714, P<0.000), (beta value=.481, t=4.117, P<0.002), (beta value=.189, t=.1.456, P<0.003) respectively. This is an indication that at MRC, there is improved staff performance at MRC, staff at MRC are committed to their work, improved job satisfaction at MRC, achieves long-term efficiency and productivity in all the activities, establishes its long range quality goals and improved staff morale at MRC.

## 8.2 Planning Performance and Staff Performance

The study revealed that Performance Planning sets in motion the process of acquiring improved staff performance, Performance planning facilitates efficient and effective staff of the MRC, Performance planning achieves maximum values for expenditures on goods, services and works planned for at MRC, There has been continuity of improved staff performance for the last three years due to Planning performance instituted at MRC, MRC is able to achieve all expectations due to effective planning performance criteria adopted, the planning processes adopted at MRC requires a the management work towards achieving corporate objective of the organisation, performance planning promotes team building amongst the staff and imparts a spirit of cooperation, planning performance helps MRC get a realistic view of their current strengths and weaknesses in the post performances, and performance planning promotes easy decision making and timely resource utilizations

This is in support with Armstrong, (2004) notes that the performance-planning component of performance management at Virginia Tech is an essential foundation of the overall program. Performance planning sets the stage for individual career success as well as organisational success. Planning refers to setting performance expectations and goals for individuals to channel their efforts toward achieving departmental and/or organisational objectives. Employees at all levels are responsible for actively communicating with their supervisors about their performance. Performance Planning: Performance planning is the first crucial component of any performance management process which forms the basis of performance appraisals. Performance planning is jointly done by the appraisee and also the reviewee in the beginning of a performance session. During this period, the employees decide upon the targets and the key performance areas which can be performed over a year within the performance budget which is finalized after a mutual agreement between the reporting officer and the employee.

According to Bart, S. (2015), Performance planning helps to improve the communication and discuss the career development plan of the employee. The objective and need for performance planning is required: to come to agreement on the individual’s job responsibilities, to remove any ambiguity of the goals and objectives that needs to be achieved, to identify the competencies required for doing the job, and to create an appropriate performance and career development plan for the individual (Davis & Rodgers,2016).Andersen’s empirical study (Andersen, 2000, p. 196) provides evidence that performance planning (that emphasizes elements of the conventional performance management process) is associated with higher performance in all the industrial environments studied. The performance effect of performance planning does not vary significantly between the different industry groups. Hence, performance planning is an important performance driver in all industrial settings, and enhances both economic performance and organisational innovation. Bryson (2015) argues that performance planning assists in providing direction so organisation members know where the organisation is heading and where to expend their major efforts.

## 8.3 Performance Appraisal and Staff Performance

The study also found out that, Performance Appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff, Performance Appraisal aids in drawing compensation packages for hardworking staff, the systematic procedure of performance appraisal helps the management to frame training policies and programmes, Performance appraisal helps the supervisors to understand the validity and importance of the selection procedure, through performance appraisal, the management of MRC can understand and improve the skills of staff whenever three is need, Performance appraisal helps the management to gain and build confidence over the staff, Performance appraisal helps the management maintaining cardinal and congenial labour management relationship, Performance appraisal develops the spirit of work and boosts the morale of the staff, and MRC use performance appraisal as a motivation tool to the staff which facilitates improved organisational performance.

Performance appraisal has repeatedly been a central and sensitive area of these changes, and this has been so mainly because new accountabilities and "visibilities" of employees have often been deemed essential to the success of the business innovations concerned ; for example one of the clearly fundamental changes in work at lower levels of organisational hierarchies in the last decade has been the “entry” into the office, workshop or factory of the customer or client, either symbolically or physically. Target setting at both group and individual levels, revised and refined employee surveillance methods, and new performance appraisal and evaluation methods have all been generalized to both individual workers and to groups of employees below the managerial level (Houldsworth&Jirasinghe, 2016).

## 8.4Quality improvement practices and staff performance

The study also revealed that Quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects, Quality improvement practices adopted at MRC follows continuous examination all the organisation’s activities, Through quality improvement practice, MRC is in position to establish long range quality goals, Quality improvement practices promotes strong morale amongst the staff members of MRC, Quality improvement practices is a crucial step to achieving long-term efficiency and productivity. This is in line with Thiagaragan et al., (2001)who says that, the emergence of quality as a top priority in many corporate entities is primarily due to the globalization of world trade and the competitive pressure brought about by the escalating demands of consumers, who want better products and services. According to Feigenbaum (2015), the key is transforming quality from the past emphasis upon the reduction of things gone wrong for the customer, to emphasize upon the increase in things gone right for the customer, with the consequent improvement in sales and revenue growth.

According to Zairi, 2014); creating better planning, better external and internal focus, better design, strengthening weak processes and protecting strong areas, which give organisations an edge over their competitors, is being achieved through total quality management. It ensures that the voice of the customer is always matched by the voice of the processes. Developing an organisational philosophy based on Quality improvement practices is a long-term journey and its survival overtime is more likely if four major issues are built into the organisation: the emotional commitment of Chief Executive Officers is linked to the use of Quality improvement practices philosophy; the management team has adequate understanding and knowledge about quality management; there are appropriate systems to stimulate, guide and direct Quality improvement practices activities; and involvement and participation of employees.

## CHAPTER NINE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 9.0 Introduction

The chapter presents that summary, conclusions and recommendations to the study.

## 9.1 Summary of the study

## 9.1.1 Planning Performance and Staff Performance

The study revealed that Performance Planning sets in motion the process of acquiring improved staff performance, Performance planning facilitates staff productivity at MRC, Performance planning achieves maximum values for expenditures on goods, services and works planned at MRC. MRC is able to achieve all expectations due to effective planning performance criteria adopted. The planning processes adopted at MRC requires the management work towards achieving corporate objective of the organisation, performance planning promotes team building amongst the staff and imparts a spirit of cooperation, planning performance helps MRC get a realistic view of their current strengths and weaknesses in the past performances, and promotes easier decision making and timely resource utilizations.

Results revealed a strong positive relationships between Performance Planning and staff performance in MRC (r=.623, P<0.000). This finding implies that Performance Planning contributes to the overall performance of the staff at MRC.

## 9.1.2 Performance Appraisal and Staff Performance

The study also found out that, Performance appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff, Performance appraisal aids in drawing compensation packages for hardworking staff, the systematic procedure of performance appraisal helps the management to frame training policies and programmes, Performance appraisal helps the supervisors to understand the validity and importance of the selection procedure, through performance appraisal, the management of MRC can understand and improve the skills of staff whenever there is need. Performance appraisal helps the management to gain and build confidence over the staff, Performance appraisal helps the management maintaining cardinal and congenial labour management relationship, Performance appraisal develops the spirit of work and boosts the morale of the staff, and MRC use performance appraisal as a motivation tool to the staff which facilitates improved organisational performance.The results revealed that, there is a significant positive relationship between performance appraisal and Staff Performance at MRC (r=.712, P<0.000). This finding implies that performance appraisal positively contributes to the staff performance at MRC.

## 9.1.3 Quality improvement practices and staff performance

The study revealed that Quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects, Quality improvement practices adopted at MRC follows continuous examination of all the organisation’s activities, Through quality improvement practice, MRC is in position to establish long range quality goals. Quality improvement practices promote strong morale amongst the staff members of MRC. Quality improvement practices are a crucial step to achieving long-term efficiency and productivity. The study further revealed that, there is a significant positive relationship between quality improvement practices and staff performance at MRC (r=.652 \*\*, P<0.000). This finding implies that the entity is able to achieve improved staff performance due to the good quality improvement practices used.

## 9.2 Conclusion

Generally, the study concludes that there is a strong positive relationship between performance management and staff performance at MRC. This is due to the fact that performance planning, performance appraisal and quality improvement practices significantly contributes to the improved performance of the MRC. Whereby Performance Planning sets in motion the process of acquiring improved staff performance, facilitates efficient and effective staff, achieves maximum values for expenditures on goods, services and works planned. Performance Appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff, aids in drawing compensation packages for hardworking staff, the systematic procedure and helps the supervisors to understand the validity and importance of the selection procedure, through performance appraisal, the management of MRC can understand and improve the skills of staff whenever there is need. Quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects, establishes long range quality goals and promotes strong morale amongst the staff members of MRC.

## 9.3. Recommendations

MRC should develop a performance management system comprising planning, managing, reviewing and rewarding stages. A system of ongoing performance feedback, both formative and summative, should be implemented.

In order to increase on the quality improvement, transparency should be encouraged, performance management to be carried out regularly, perform job design in order to match staff qualifications to the right job, boost staff morale by giving them longer contracts, create job growth path for staff and orient new staff on performance management and engrave it to the organization policy.

The management should also put in place effective monitoring and evaluation strategies to monitor and evaluate the different activities undertaken by the MRC.

The management should always make sure that maximum care and attention is given to all activities conducted and should always responds to all the complaints raised by the employees.

The management needs to highlight the organisation objectives which will contain clear criteria and standards of expected performance from all the sectors and each employee. Evaluating employee’s performance on pre-defined parameters should been highlighted as a differentiating factor among the market leaders and survivors.

Employee’s engagement behavior should be included in the performance management the behaviors of the employee include persistence, the ability to be proactive, role expansion and adaptability. The main activities of this component are performance appraisals and feedback from supervisor

The performance management tool should be negotiated and agreed with the staff and management.

**Areas for further studies**

Further research should be conducted in the following areas

1. The effects of human resource management strategies on staff turnover at MRC
2. The effects of employee training on staff performance at MRC
3. The effects of employee promotion on the staff performance at MRC

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## APPENDIX I: QUESTIONNAIRE

## This questionnaire comes from Alice Kwesiga a student of Nkumba University, conducting an academic research on, the relationship between performance management and staff performance in medical research organisations. It is focuses on MRC as a requirement for the award of a Masters of Human Resource Management.

## I kindly request the assistance in answering the following questions by ticking where applicable. The information will only be used for academic purposes and shall be treated with utmost confidentiality.

## SECTION A: BACKGROUND INFORMATION

## Please tick the appropriate box where applicable

## Gender

## Male Female

## Level of Education

## Primary O-level A-level Diploma Degree

## Others (specify)……………………

## Marital status

## Singles Married Separated Divorced widowed

## Age group

##  30-39 40-49 50 and above

* 1. **Period of service**
	2. Years 3-4 years 4-5 years 5 and above years

## *In the subsequent sections that follow, you are requested to respond to each item in subsequent sections using the following scale by ticking the appropriate option.*

## 5= Strongly Agree, 4 = Agree, 3= Not sure, 2 = Disagree, 1 = Strongly Disagree

**Section B: Planning Performance and Staff Performance**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement** | 1 | 2 | 3 | 4 | 5 |
|  | Performance Planning sets in motion the process of acquiring improved staff performance |  |  |  |  |  |
|  | Performance planning facilitates efficient and effective staff of the MRC |  |  |  |  |  |
|  | Performance planning achieves maximum values for expenditures on goods, services and works planned for at MRC |  |  |  |  |  |
|  | There has been continuity of improved staff performance for the last three years due to Planning performance instituted at MRC |  |  |  |  |  |
|  | MRC is able to achieve all expectations due to effective planning performance criteria adopted |  |  |  |  |  |
|  | The planning processes adopted at MRC requires a the management work towards achieving corporate objective of the organisation |  |  |  |  |  |
|  | Performance planning promotes team building amongst the staff and imparts a spirit of cooperation |  |  |  |  |  |
|  | Planning performance helps MRC get a realistic view of their current strengths and weaknesses in the post performances |  |  |  |  |  |
|  | Performance planning promotes easy decision making and timely resource utilizations  |  |  |  |  |  |

**Section C: Performance Appraisal and Staff Performance**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement** | 1 | 2 | 3 | 4 | 5 |
|  | Performance Appraisal used at MRC helps management to draw out the promotion programmes for hardworking staff |  |  |  |  |  |
|  | Performance Appraisal aids in drawing compensation packages for hardworking staff |  |  |  |  |  |
|  | The systematic procedure of performance appraisal helps the management to frame training policies and programmes |  |  |  |  |  |
|  | Performance appraisal helps the supervisors to understand the validity and importance of the selection procedure |  |  |  |  |  |
|  | Through performance appraisal, the management of MRC can understand and improve the skills of staff whenever three is need |  |  |  |  |  |
|  | Performance appraisal helps the management to gain and build confidence over the staff |  |  |  |  |  |
|  | Performance appraisal helps the management maintaining cardinal and congenial labour management relationship |  |  |  |  |  |
|  | Performance appraisal develops the spirit of work and boosts the morale of the staff  |  |  |  |  |  |
|  | MRC use performance appraisal as a motivation tool to the staff which facilitates improved organisational performance |  |  |  |  |  |

**Section D: Quality improvement practices and staff performance**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement**  | 1 | 2 | 3 | 4 | 5 |
|  | Quality improvement practices adopted at MRC is focused on achieving continuous improvement of the organisational projects |  |  |  |  |  |
|  | Quality improvement practices adopted at MRC follows continuous examination all the organisation’s activities |  |  |  |  |  |
|  | Through quality improvement practice, MRC is in position to establish long range quality goals |  |  |  |  |  |
|  | Quality improvement practices promotes strong morale amongst the staff members of MRC |  |  |  |  |  |
|  | Quality improvement practices is a crucial step to achieving long-term efficiency and productivity |  |  |  |  |  |

**SECTION E: The staff performanceat MRC**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement** | **1** | **2** | **3** | **4** | **5** |
|  | There is improved staff performance at MRC |  |  |  |  |  |
|  | The staff at MRC are committed to their work |  |  |  |  |  |
|  | There is improved job satisfaction at MRC |  |  |  |  |  |
|  | MRC achieves long-term efficiency and productivity in all the activities |  |  |  |  |  |
|  | MRC establishes its long range quality goals |  |  |  |  |  |
|  | There is improved staff morale at MRC |  |  |  |  |  |
|  | Staff at MRC are confidence in all what they do |  |  |  |  |  |
|  | There is improved cardinal and congenial labour management relationship at MRC |  |  |  |  |  |

## APPENDIX II

## INTERVIEW GUIDE

1. Does performance planning facilitate efficient and effective staff of the MRC?
2. How does performance planning achieve maximum values for expenditures on goods, services and works planned for at MRC?
3. Is MRC able to achieve all expectations due to effective planning performance criteria adopted?
4. How does performance planning promote easy decision-making and timely resource utilizations?
5. Does performance appraisal used at MRC help management to draw out the promotion programmes for hardworking staff?
6. Does performance appraisal aid in drawing compensation packages for hardworking staff?
7. How does performance appraisal help the supervisors to understand the validity and importance of the selection procedure?
8. Does quality improvement practices adopted at MRC follow continuous examination all the organisation’s activities?
9. Does quality improvement practices promote strong morale amongst the staff members of MRC?
10. How is quality improvement practices used in achieving long-term efficiency and productivity?

## APPENDIX III

## TABLE FOR SAMPLE SIZE DETERMINATION

## TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N | S | N | S | N | S | N | S | N | S |
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 246 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 191 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| 65 | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

Note: “N” is population size

 “S” is sample size.