

Performance Management and Staff Performance in Medical Research Organisations In Uganda. A Case Study of the Medical Research Council, Entebbe

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Keywords: performance management, Performance, performance planning, performance appraisal, quality improvement practices.

Introduction

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

Objectives

The study was guided by the following objectives:

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

Methodology

The study used a case study design and the mixed methods approach which combined both qualitative and quantitative methods. The study used a sample size of 108 out of a population of 150. Data were analysed by identifying the theme and the code category. They were analysed both during and after data collection. Cleaned data were entered into the SPSS for analysis from which frequencies and percentages were generated. Inferential analysis was used to test for the relationship between the variables where the correlation coefficient was determined.

Key findings

The study determined a strong positive relationship between Performance Planning and staff performance, Performance Appraisal and staff performance, and Quality improvement practices and staff performance, at the MRC with 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, $t=1.456$, $P<0.003$) respectively.

Key recommendations

The MRC should develop a performance management system comprising planning, managing, reviewing and rewarding stages, and employee's engagement behaviour (namely; persistence, the ability to be proactive, and role expansion) should be included in the performance management.

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