MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE

CASE STUDY: COMPANIES WITHIN KAMPALA DISTRICT

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A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE BACHELORS DEGREE OF BUSINESS ADMINISTRATION AND MANAGEMENT AT UGANDA MARTYRS UNIVERSITY

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DEDICATION

I dedicate this research work to the Almighty God who has walked me through it, my supervisor who has guided me all the way, my parents Baguma Christopher and Nsita Teddy, Grandmother Ochwo Marcella who have given me all the support I needed, all my friends with whom we have been working hard to accomplish it successfully.

May the Almighty God bless them all

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LIST OF ABBREVIATION

Std	-	Standard
SPSS	-	Statistical Package for Social Science
SACCOS	-	Savings Credit Cooperatives
AIG	-	Africa Internet Group
N	-	Number

ABSTRACT

This research is about Management Practices and Organizational Performance. The main objective of this study was to investigate the relationship between Management Practices and organizational performance and the specific objectives were; to examine the relationship between planning and organizational performance, examine the role of organizing and organizational performance and to evaluate the effect of controlling and organizational performance.

The case study was companies within Kampala District. A cross sectional study was carried out using both quantitative and qualitative methods of data collection. Questionnaires and Document reviews were used as the tools for collecting data.

The results from the research findings show that there is a relationship between management practices and organizational performance.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The chapter consists of general description of the topic. It consists of the background of study, statement of the problem, the broad objectives, specific objectives, research questions, scope of the study, significance of study, justification of the study and the conceptual frame work.

1.1 Background of the study

Management practices

According to Wayne E (2004), business management practices are concepts of managing a business and developing plans to achieve a strategy. Managers monitor their progress towards meeting goals and objectives by using reports for analysis.

According to Bloom Net al (2011), indicates that for the past decade they have been using double blind survey techniques and randomized sampling to construct management data on more than 10,000 organizations across 20 countries. On average they found out that manufacturing American Japanese and German firms are the best managed firms, developing countries such as Brazil, China and India are poorly managed. They also found out that substantial variation in management practices across organizations in every country and sector is mirroring the wide spread of productivity and profitability within industries. Government and founder owned firms are usually poorly managed while multi-national share holder and private equity owned firms are typically well managed. Family owned firms are badly managed if ran by family members compared to similar family owned firms ran by external chief executive officer. Market competitors and high worker's skills are associated with better management practices whereas less regulated labour markets are associated with improvements in incentive management practices such as performance base promotion.

According to Wayne E (2004), historical development of management and organization begins with the field of management to balance the machinery and humanity production and it ends up into two sectors on managing the people driven workplace such as boss less trends and employee engagement, technology driven workplace includes: information on topic of using social media.

Agarwal R et al (2013) are of the view that management practices for manufacturing firms are unclear because some firms do not adopt these broad based management practices. Management practices have the potential to universally increase productivity of manufacturing firms. Management practices are positively associated with various firm productivity performance indicators, particularly profit per employee and firm sales.

According to MolM J and Birkinshaw J (2009) management innovation is the introduction of management practices to the firm and intended to enhance firm performance building on the organization. It shows that management innovation is positively associated with firm performance in the subsequent productivity.

Organizational Performance

Wayne E (2004) further notes that organizational performance promotes good management by making it easier for executives of all levels to identify, communicate and monitor key drivers of the business value. One of the challenges with business performance is that most people think it is simply about improving in general resources.

Luis Gomez M and David B (2008) organizational performance determines the survival of the organization in this challenging business environment. Performance can be categorized in terms of contextual performance and task performance whereby contextual performance discusses the actions of the executives for the organization, it encompasses the level of commitment loyalty and co-operation. Organizational performance depends largely on three components which are motivation, environment and capacity. Organizational capacity is the aptitude of an organization in terms of how it energizes the participants to perform organization needs backing from their setting to sustain and improve the environment that is to say the key factor in defining the stage of obtainable possessions and which organization does its activities.

According to Dooley J (2012) is of the view that one of the most common methods of analyzing business performance is through gross margin analysis. Gross margin analysis provides a measure of the profitability of each business so they can be compared based on how effectively each uses the resources allocated .It also makes it possible to compare business performance with other businesses conducting similar enterprises.

Wesley J (2007) performance is made visible through the activities. A business conducts to achieve its mission outputs and their effects are the most observable aspects of an organization's performance. Administrators define business performance in terms of amount of money bought into business through grants whereas donors might define performance in terms of beneficial impact on a target group. Few businesses have performance data readily available, however it is not difficult to generate information from existing data or develop mechanisms for gathering performance data. It is difficult to arrive at value judgments regarding acceptable levels of quality and quantity for each performance indicator.

Therefore for performance in organizations to be effective, there must be good management practices which help companies overcome the challenges of fluctuating markets and adapt to involving needs of consumers.

1.2 Problem Statement

Managers today face an increasingly complex and dynamic environment. The forces of changes from both within and outside the organization are usually providing new challenges for management. The complexity of managerial functions, roles and skills in order to successfully change in technology, practically all industries have been dynamic and managers must be prepared to adapt to the changes and be innovative to maintain their strategic advantage. The fast explosive technological developments have posed strong challenges for the managers of the future and by understanding how to create and apply new technology thus Managers formulating business strategies according to Chandan J S (2010)

According to Megginson M J (2006), many owners tend to rely on one person management and seem reluctant to vary the managerial pattern, they tend to guard their position very jealously and may not select qualified employers, may fail to give them enough authority and responsibility to manage. Managers of small firms must be generalists rather than specialists because they must make their own decisions and live with those choices. Managers are faced with the dilemma because resources are limited, the organization cannot afford to make costly mistakes because it is so small the owner cannot afford to pay for managerial assistance to prevent bad decisions.

Uganda is well endowed with rich Agricultural soils which support a variety of Agricultural production. Most of the farmer's practices are both subsistence and cash crop production. The challenge on management practices is under operations management practices where there are poor methods of processing and utilization of resources. It is highly challenged because it employs highly technical and specialized language and approaches, conceptual skills required in understanding and applying the tools and techniques of management hence creates more sufficient challenge to business owners and managers according to McFarlane D A (2014)

1.3 Objectives of the Study

1.3.1 The Broad Objective

The general objective of this study is to investigate the relationship between management practices and organizational performance.

1.3.2 The Specific Objectives

To examine the relationship between planning and organizational performance.

To examine the role of organizing on organizational performance.

To evaluate the effect of controlling on organizational performance.

1.4 Research Questions

What is the relationship between planning and organizational performance?

What is the role of organizing in organizational performance?

What is the effect of controlling on organizational performance?

1.5 Scope of Study

1.5.1 Geographical Scope

The research will be carried out in organizations with in Kampala district in Uganda.

1.5.2 Content Scope

The independent variable of the study is management practices under which are planning, organizing and controlling will be looked at. The dependent variable on the other hand is organizational performance whereby there is level of effectiveness, efficiency and costs will be studied in relation with management practices.

1.5.3 Time Scope

The study will cover a period of 4 years right from 2011 to 2015. The reason for this time period is to get up to date information.

1.6 Significance of the Study

The research will be helpful to people who formulate polices in Management.

The research will help other researchers to get basis for future research in the field of organizational performance.

The research will help managers in organizations to know management practices are relevant.

The research will enable me acquire skills to understand management practices and organizational performance.

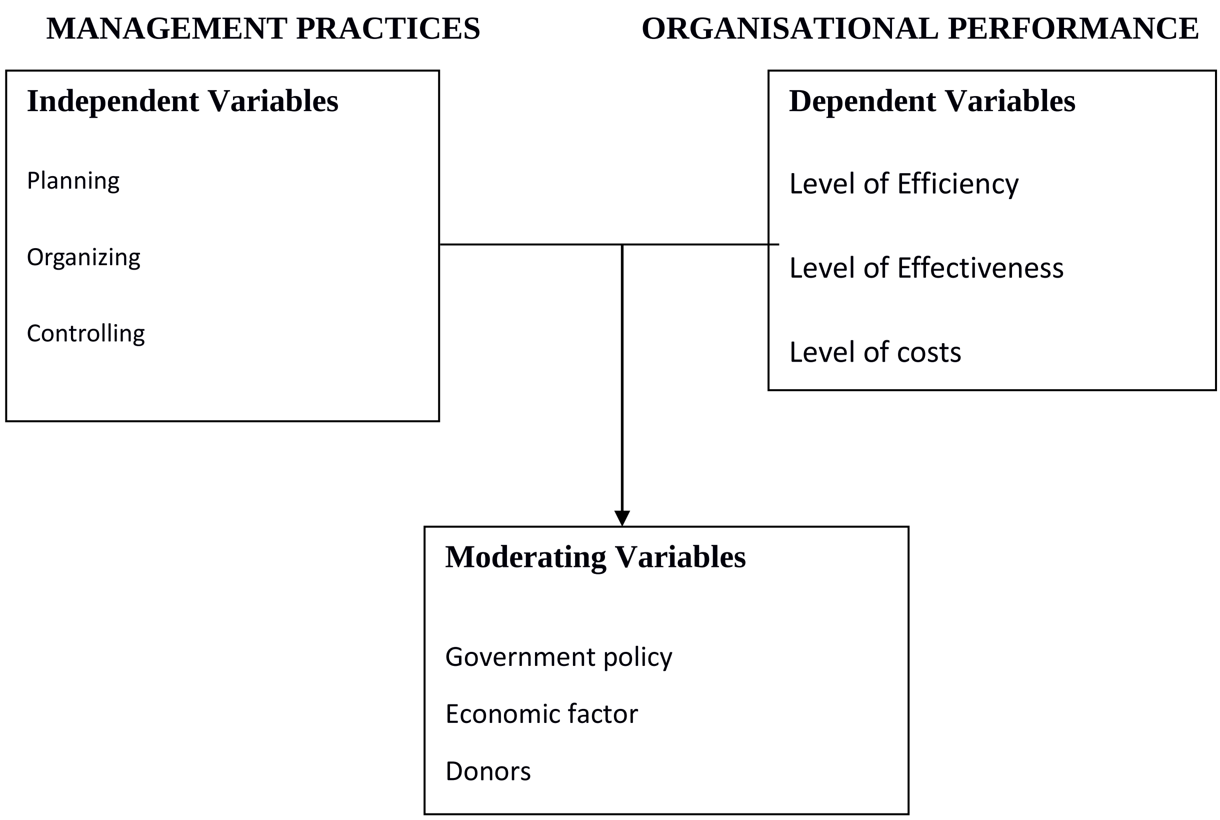
1.7 Justification of the Study

According to University of Vermont (no date), Most employees leave their jobs due to poor management practices, a situation that increases costs and lowers the talent present in a business. Business owners should understand good management practices through personal research of formal education, in order to create a business model than to improve employee productivity, eliminate redundancy in processes and increase retention rates. The research is being carried out in order to establish the relationship of management practices and organizational performance. It will address the need for stronger management practices in Uganda in order to increase efficiency and effectiveness of organizational performance. The research will also clarify the level of efficiency and effectiveness in the organizational performance.

1.8 Conceptual Frame Work

The aspects of management practices that will be considered in this study as independent variables will be planning, organizing and controlling. The main aspects of organizational performance that will be considered in this study will be level of effectiveness, level efficiency and level of costs.

Figure 1: Conceptual Frame work



There is a relationship between planning and organizational performance in a way that effective planning helps the organization identify factors that will affect it, coordinate factors, establish priorities to asses external forces, ensure availability of resources to establish standards and develop management skills. Planning also helps managers take a proactive role towards a future desired state. Planning induces managers to be forward thinking rather than being reactive and letting things happen. By considering future possibilities and developing a long term vision, managers can be committed to the firm and learn to convert abstract ideas and objectives into concrete actions according to Gomez Mejia B (2002).

Lewis P S et al (1994) managers at all levels of the organizational hierarchy must engage in planning. Planning involves setting goals and defining the actions necessary to achieve goals while a top manager establishes overall goals and strategy. Managers throughout the hierarchy must develop operational plans for their work groups that contribute to the efforts of the organization.

There is a relationship between organizing and organizational performance in a way that organizing determines the organization's human, financial, physical, informational and technical resources are arranged and coordinated to perform tasks to achieve desired goals and deployment resources to achieve strategic goals according to Luis Gomez M and David B et al (2008)

Organizing involves determining the tasks to be done, who will do them and how those tasks will be managed and coordinated. Managers must organize themselves of their work group and organization so that information resources and tasks flow logically and efficiently through the organization according to Lewis P S et al (1994)

According to Gareth R J and Jennifer M G (2006), organizing helps managers to lay out the lines of authority and responsibility between different individuals and groups and they decide how best to coordinate organizational resources.

There is a relationship between controlling and organizational performance in a way that controlling helps managers identify deviations between planned and actual results where an organization is not performing as planned; they must take corrective actions which involve pursuing the original plan more aggressively according to Lewis P S et al (1994)

Gareth R J and Jennifer M G (2006) managers evaluate how an organization will achieve its goals and take action to improve performance. They monitor the performance of individuals, departments and the organization as a whole to see whether they are meeting desired performance standards.

According to Hitt Black P and Stewart Black J (2005), control responsibilities of managers are bound to restrict someone’s freedom. A manager cannot control without restricting however whether this is good or bad for the individual.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter will cover the views of different writers on management practices and its variables planning, organizing, controlling in relation with organizational performance and its variables effectiveness, efficiency, level of costs and moderating variables such as government policy, economic factor and donors.

2.1 Management practices

Haghirian P (2010) Japanese corporations developed very unique human resource management practices such as life time employment, job rotation and strong focus on training within the firms. These practices are often called backbone of Japanese economic development. These practices increase motivation among the workers such as job rotation, when the worker is moved from one job to another for a short period of time, a worker will reduce on the boredom and monotonous of the job and also develop different skills.

According to Brown S et al (2013), operation management practices include transforming inputs into outputs, these inputs and outputs are tangible and intangible elements, in a factory processing materials and stages of production are clearly evident. Under operation management practices, the workers have to see that the inputs such as raw materials have been turned into outputs which are the finished products.

Hameed M et al (2013) an agro based industry of Sindh provides economy employment, sugar and key products to the farmers, landlords and public. And another state earns by charging taxes on the factory made items. To evaluate marketing practices is done by decisions made in Sindh sugar industry. For instance before the products are marketed the decisions are first made on how to price, promote the products.

Bloom N et al (2011) Government and founder owned firms are usually poorly managed while multinational dispersed shareholders and private equity owned firms are typically well managed. Family owned firms are badly managed if run by family members compared to similar family owned firms run by external chief, executive officer. Market competitors and higher worker’s skills are associated with better management practices whereas less regulated labor markets are associated with improvements in incentive management practices. Government and founder owned firms are usually poorly managed because for the case of government, they tend to offer jobs to people who do not have enough qualifications for the job, they offer to people in their political parties, so the organization ends up being mismanaged through swindling of the funds. Family owned firms are badly managed because they offer jobs to relatives whereby some of them do not qualify for the jobs given to them. And also if the firm is family owned, the family members have the liberty to pick whatever product they want from the firm, this leads to mismanagement practices.

2.2 Planning

Peter Drucker (2003) defines planning as the continuous process of making present entrepreneurial decisions systematically and with best possible knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectations through organized systematic feedback.

2.2.1Planning and efficiency

Balunywa W J (2005) planning involves determining the goals of the organization and evaluating ways of achieving these goals in a systematic manner. It involves scanning the environment looking out for opportunities and devising strategies of achieving goals.

Planning gives the direction to the Organization to be able to plan, managers use various techniques to aid them. They may use quantitative and qualitative techniques. Properly conducted planning helps the organization focus on factors related to growth, renewal, efficiency and survival. Managers are able to reflect on issues that may not be obvious in the midst of day to day work pressures

Chandan J S (2010) planning determines the organization's direction. It is a rational and systematic way of making decisions today that will affect the future of the Company. It involves the process of ascertaining organizational goals and objectives and deciding on activities to attain these objectives. It is important because of scarce resources and uncertain environments with a fierce competition for these resources.

Draft R L and Harcourt B (1995) define efficiency as the use of minimal resources, raw materials, money and people to produce a desired volume of output. It is also based on how much raw materials, money and people necessary for producing a given volume of output. Efficiency can be calculated as the amount of resources used to produce a product or service. Managers in other Organizations especially service firms are improving efficiency for example McDonald's experimenting with a grill that cooks hamburgers on both sides at once to improve efficiency and to improve effectiveness with respect to the environment, it is experimenting new foods, waste controls, decomposable packaging and recycling. The ultimate responsibility of managers then is to achieve high performance which is the attainment of Organizational goals by using resources in an efficient manner.

2.2.2 Planning and effectiveness

An effective planning incorporates the effects of both external as well as internal factors. The external factors are shortages of resources both capital and material, general economic trend items of interest rate and inflation dynamic technological advancements.

Wayne Mondy R and Shane R (1995) state that planning is done at all levels. It begins with an understanding of the Organizational mission from the mission statement. Specific objectives can be established then plans can be developed to accomplish this mission. Planning is dynamic. It must continually be evaluated and adopted to conform to the unfolding situation that management confronts often when Companies merge, their mission statements must be revaluated to assure that one overall vision exists for the new Company. Planning is vital to all firms, effective planning can have a major impact on individual group and organizational productivity. Planning helps directors reduce the overall impact change, increases productivity and allow Managers to organize, lead, control and direct the activities necessary to accomplish Organizational objectives.

2.2.3Planning and level of costs

Koontz O'Donnell W (1980) planning is deciding in advance what to do, how to do it, when to do it and who is to do it. Planning bridges the gap from where we are to where we want to go. It makes it possible for things to occur. Planning is a function to all managers although the character and breadth of planning will vary with their authority and with the nature of policies and plans outlined by their superiors. When managers plan for their activities they tend to reduce on the costs to be incurred in an organization.

2.3 Organizing

Chandan J S (2010) organizing requires formal structure of authority and the directors and flow of such authority through which worth sub divisions are defined arranged and coordinated so that each part relates to each other in a united coherent manner so as to attend the prescribed objectives. It involves the determination of activities that need to be done in order to achieve the company goals assigning these activities to the proper personal.

2.3.1Organizing and efficiency

Koontz O'Donnell W (2005) is of the view that once plans have been established in an organization and strategies to achieve plans evolved, work to be done as result must be ascertained and distributed among the organization's members. This is designing of organizational structure which flows with the strategy evolved. It involves finding out what work will be done so that similar jobs are grouped together as departments and working assigned to different persons. One of the issues involved in organizing is how authority in the organization will be delegated and work will be determined

Hrabin B (2009) notes that the analysis of agrarian organizations suggests a frame work for evaluating efficiency of different governing structures in Agriculture as comparative of efficiency of alternatives. When the business runs efficiently, it shows positive side effects start relatively quickly. Efficiency of the business gives employees secure, consistent access to information. It has an advantage over larger competitors because they react quickly to business changes. Efficient employees and managers complete tasks in the least amount of resources possible by utilizing certain size saving strategies in which efficient employees and managers take the long road. Efficiency increase productivity and saves both time and money.

2.3.2Organizing and effectiveness

Wayne Mondy R and Shane R (1995) state that Organizing is prescribing formal relationships among people and resources to accomplish objectives. It is vitally important that executive level managers are comfortable with the organizing process. It takes place within the constraints of the organization's external and internal environment. It is necessary to consider the organizational objectives and determine the kind of organizing needed to accomplish those objectives.

Luecke R and Bran Hall J (2006) argues that, competitiveness in any industries based on effectiveness of human assets and the ability of employees to create and apply their skills and accumulated knowledge, to work effectively together and to treat customers well. Fredrick Taylor states that effectiveness was determined by factors such as product maximization, cost minimization and technological excellence. Henry Faylor states that effectiveness is a function of clear authority and discipline within an organization. Elton Mayo states that effectiveness is a function of productivity resulting from employee satisfaction. Employees and Managers who demonstrate effectiveness in work place help produce high quality results. Take for instance an employee who works the sales floor. If he is effective, he will make sales consistently, if he is in effective he will struggle to persuade customers to make a purchase. Companies measure effectiveness often by conducting performance reviews. The effectiveness of a workforce has an enormous impact on the quality of company's products which often dictates a company is reputation and customer satisfaction. However effectiveness is not a simple concept because many organizations make multiple statements about their missions and goals.

2.3.3Organizing and level of costs

According to Alvin A et al (2013), the level of costs existing in an organization are job costs system which are accumulated by individual jobs when material is issued and labour costs are incurred. In process costs system they are accumulated by processes with unit cost for each process assigned to the products passing through the process. Costs determine what profit level the organization is to enjoy. According to Drury Colin (1990) writes that some costs are used in decision making hence cannot normally be collected within the accounting system, costs that are collected within the accounting system are based on past payments or commitments to pay at some time in the future. The organization is able to know how much profits it is making after subtracting from costs.

2.4 Controlling

According to Lewis P S etal (1994), controlling is a systematic effort to set performance standards with planning objectives, to design information feedback systems to compel actual performance with these predetermined standards to determine whether there are any deviations and to measure their significance and to take any action required that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objective. Controlling ensures that the events sum out the way they are intended to. It is dynamic process, realizing deliberate purposeful actions in order to ensure compliance with the plans and polices previously developed.

2.4.1Controlling and efficiency

Lewis S P Stephen H and Patricia M (1994) noted that controlling helps managers regulate organizational activities to make them consistent with the expectations established in plans and to help them achieve all predetermined standards of performance. The managers must determine performance standards and developing mechanism for gathering performance information in order to assess the degree to which standards are being met. Standards of performance begin to evolve only after the organization has developed its overall strategic plan and managers have defined goals for organizational departments. In some instances the performance standards are generated from within the organization which increases on the efficiency.

2.4.2 Controlling and effectiveness

Wayne Mondy R and Shane R (1995) state that a good control system is designed to keep things from going wrong not just to connect them .Most Managers are aware of the need for control. Managers often control activities too strictly which can hurt morale and productivity. However Mistakes are more often made the other direction. The controlling process has three steps such as establish standards, evaluate performance and take corrective action.

Draft L R and Harcourt B (1995) define effectiveness as the degree to which the Organization achieves a stated objective. It means that the Organization succeeds in accomplishing what it tries to do and control and providing a product or service that the customer values.

2.4.3Controlling and level of costs

Controlling establishes standards which are established levels of quality or quantity used to guide performance however they should be expressed numerically to reduce subjectivity. The time standards state the length of time it should take to make action good or perform a certain service. Productivity standards are based on the output of goods or services during a set time period. Cost standards are based on the cost associated with producing goods or services. Quality standards are based on level of perfection desired and behavioral standards are based on behaviors desired for workers.

Controlling evaluates performance by basically observing and measuring it. It requires accurate measurement of what is taking place and an effective means of comparison with standards. Managers must realize that both problems and opportunities are discovered during this phrase. Managers should consider what action to correct performance when deviations occur often the cause of the deviations must be found before corrective action can be taken.

2.5 Organizational performance

According to Gareth R J and Jennifer M G (2006), organizational performance is a measure of how efficiently and effectively a manager uses resources to satisfy customers and achieve organizational goals. It increases indirect proportion to increase in efficiency and effectiveness.

Alaccon S and Sanchez M (2013), on the other hand, argue that business performance helps to identify actions and competitive position of companies. In business when performance is effective, the business produces high quality products that enhance competition with other similar businesses.

Esterban R B (2014) is of the view that, Organizational performance is based in emerging markets that specializes high value added to products. When the performance is effective, it creates high market share for the business hence making the products well known by different customers since quality products are produced.

Dooley J (2012) found that one of the most common methods of analyzing performance in Businesses is through gross margin analysis. Gross margin analysis provides a measure of the profitability of each business so they can be compared based how effectively each uses the resources allocated. Gross margin analysis also makes it possible to compare business performance with other business conducting similar enterprises. In business performance, Gross margin enables to know its total sales revenue minus its costs of goods sold so that they can compare with other businesses conducting similar enterprises.

Wesley J et al (2007) demonstrated that business performance is made visible through the activities. It conducts to achieve its mission, outputs and their effects are the most observable aspects of an organizational performance. Administrators define business performance in terms of the amount of money brought into the business through grants whereas donors might define performance in terms of businesses beneficial impact on a target group, few business have performance data readily available. Business performance can be judged according to the activities carried out in a business and the level of quality and quantity for each performance indicator.

Katchova A L and Enlow S J (2013) noted that those Businesses that have good planning outperform other firms in terms of median performance. Businesses show strong earnings per share compared to all firms. Businesses yield higher performance on the profitability ratios that utilize analysis.

2.5.1 Level of efficiency

Gareth R J and Jennifer M G (2006) define efficiency as a measure of how well or how productively resources are used to achieve a goal. Organizations are efficient when managers minimize the amount of input resources (such as raw materials and component parts for example MC Donald's developed a more efficient fat fryer that not only reduces the amount of oil used in cooking by 30% but also speeds up the cooking French fries. A manager's responsibility is to ensure that an organization monitors performance as efficiently as possible as the activities needed to provide goods and services to customers.

.2.5.2 Level of effectiveness

Gareth R J and Jennifer M G (2006) define effectiveness as a measure of appropriateness of goals the organization's pursuing and of the degree to which the organization achieves those goals. Organizations are effective when managers choose appropriate goals and then achieve them; for example, Managers at MC Donald decided on the goal of providing breakfast service to attract more customers. The choice of this goal was proved very smart for sales of breakfast food now account for more than 30% of MC Donald's revenues. Effective managers are those who choose the right organizational goals to pursue and have the skills to utilize resources efficiently.

2.5.3Level of costs

Catherine S and Joe S (2003) define costs as an outflow of resource, whether in cash as payable rendered services or as a trader that is consciously made with expectation of benefit to the Organization goods, Property and services required.

2.6 Government policy and economic factor

Government establishes many rules and regulations that guide businesses, businesses normally change the way they operate when government changes these rules and regulations. Government economic policy and market regulations have an influence on the competitiveness and profitability of businesses. Business owners must comply with regulations established by state and local government.

The economic factor affects management practices and organizational performance through the rate of interest which has direct impact on the loans that an organization takes to sustain their growth. The higher the interest rates, Organizations find it difficult to commit to projects that acquire investment indicates William Frank (no date)

There is a relationship between management practices and organizational performance because management is said to be effective when targets are met and it also succeeds through planning, organizing and controlling to enhance organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the ways in which the research was conducted, It clearly describes the research design, where the study was carried out and the population of where the study was carried out, sampling procedures, sample size, sampling techniques, data sources, data collection instruments, how the viability and reliability of research was tested,data management and processing, how data was analyzed, ethical issues and study limitation.

3.2 Research design

Bryman A and Emma B(2003) defines research design as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. Both quantitative and qualitative methods of data collection were used in this research. The researcher used both qualitative and quantitative methods in order to get a variety of data from which to make a realistic conclusion. The researcher used case study design to develop deeper insights and better understanding of the variables it is very important aspect which supports testing of the hypothesis.

3.3 Area of study

The study area of the research was Companies within Kampala District. The reason for this study was because Kampala is a center of most businesses in Uganda therefore it contains a wide range of data that will provide the research with realistic information.

3.4 Study population

Uma S and Bougie R (2013) defines population as the entire group of people, events or things of interest that the researcher wishes to investigate. The study population targeted included Chief executive Officers, managing directors and some subordinates of selected Companies within Kampala district. The reason for choosing those groups of people because they are entirely in charge of the organization therefore they understand the aspects of Management practices.

Table 1: Types of respondents targeted

Type of respondents targeted	**Selected number of respondents**	**Number of respondents who answered questionnaires**
Chief executive officer/Managing director	6	2
Managers	15	13
Subordinates	15	10
Total	36	25

3.5 Sampling procedures

The respondents were grouped according to their positions they hold such as chief executive officer or managing director and subordinates. The respondents were chosen to participate in the study because they are directly involved in the management practices of the organization.

Sample size

The respondents were randomly selected from the total population of chief executive officer/ managing director, managers and subordinates of companies within Kampala district. The sample size of the entire population will be 36.

3.6 Sampling techniques

Uma S and Bougie R (2013) define sampling as the process of selecting a sufficient number of the right elements from the population so that a study of the sample and an understanding of its proportions. The sampling technique that was used is simple random sampling. The sampling technique that was used in this research is called Krejice Morgan (1970).

Data sources

All data source types were used in this research that is to say the primary, secondary, tertiary sources. This is because they were all very useful for research in the following ways:

Primary data refers to information obtained first hand by the researcher on the variables of the interest for the specific purpose of study according to Uma S and Bougie R (2013). Primary data sources were used to collect data connected to the topic. They provided first hand, original detailed information.

Secondary data refers to information gathered from sources that already exist according to Uma S andBougie R (2013). The researcher used these sources to add more details on the collected data in primary data sources.

Tertiary data sources produces data that are from third party and are important because they can be used for acquiring data that may not have been availed by original sources.

3.7 Methods of data collection

The data collection instruments that were used in the research were questionnaires and document reviews due to the following reasons

Questionnaires according to Uma S and Bougie R (2013) refer to a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Through questionnaires the researcher was able to collect large amount of data from many people within short time period. The researcher used questionnaires because they are most flexible in research as respondents take time to respond, they also cover a number of areas without fatiguing the respondents and can be answered at convenience of the respondent.

Document reviewing refers to checking available documents of an organization to study its performance and how things are done. The researcher checked out the available written documents of different organizations while collecting data. The documents used include Human resource Manual of the organization. This instrument of data collection provided the researcher with detailed information on required data and also added more information on the data collected through questionnaires.

3.8 Quality control methods

Uma S and Bougie R (2013) defines reliability as a test of how consistently the measuring instrument measures whatever concept it is measuring. The collected data will be checked for its reliability through test and test method whereby instruments will be applied to the selected sample at different intervals. The researcher formulated simple and clear questionnaires which were filled in by different groups of people using re-test method. This showed the information filled was reliable.

According to Uma S and Bougie R (2013), validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure. Validity has to be checked in order to collect and come up with data that is correct and realistic. This is carried to find out whether the questions in the questionnaires are relevant and also free from errors. Validity was checked using experts and my supervisor to get information needed by the researcher.

3.9 Data management and processing

The researcher used a likert scale which is usually designed to examine how strongly subjects agree or disagree with statements on a five point scale. The researcher used the likert scale to measure the variables. The scale had five choices from which the respondents had to choose what they felt was appropriate. The scale enabled the researcher to get diversity of feedback from the respondents since they have five options to either strongly agree, disagree, not sure, agree or strongly agree.

3.10 Data analysis and presentation

Quantitative data

After collecting data from various sources, the researcher compiled, sorted, edited, classified, coded and finally analyzed it in order to come up with a conclusion. To accomplish it the researcher used computer software called SPSS version 16 so as to evaluate worth of collected data analysis and asses the data in quantitative analysis. Presentation was added by use of graphs and illustrations that is to say pie charts.

Qualitative data

The study’s main objective is to understand the relationship between management practices and organizational performance. It is not for the purpose of predicting or coming out with any formulas. The researcher decided to follow the qualitative approach because it is suitable for studies where the objective is to understand the opinions, feelings and ideologies of respondents.

3.11 Ethical issues

All data sources where data was collected will have to be acknowledged by citing and including all the sources on the reference pages because the data was collected and compiled. Before visiting the case study, the researcher first sought for permission from the administration in order to go to the field and collect the required data. The researcher ensured voluntary participation in providing responses to the tools and ensures confidentiality during the study. The researcher did not pay money for answers in the field and force respondents to give information.

3.12 Study limitation

The researcher faced the following limitations relating to the research.

The respondents were not ready to answer the questionnaires because they felt it was time consuming and not beneficial to them therefore most people declined to fill in the questionnaires.

Some respondents refused to answer some of the questions within the questionnaires because they felt that answering these could be disclosing information that could be used as a tool by their competitors to out compete them even after re-assuring them that their information will be held confidential.

Some questionnaires were not returned by the respondents which reduced number of questionnaires to analyze hence limiting the reliability of the remaining data.

There was limited literature on the topic as very few scholars have so far researched and written about the topic. It is something people have just started picking interest in over the last decade.

Some respondents due to unwillingness to fill the questionnaires did not answer the questions objectively limiting the validity of the research findings.

The cross sectional time dimension that was used in the research is likely to bring out wrong conclusion of the research findings because it will only be carried out once which may not bring the actual facts on ground hence in valid conclusions may come up with.

CHAPTER FOUR

PRESENTATION OF ANALYSIS AND DUSCUSSION OF FINDINGS

4.0 Introduction

This chapter presents and discusses the study findings from the study questionnaire collected from the field. The study aimed at assessing management practices and organizational performance. The data that was collected is presented and analyzed and the findings from the research are discussed. The sample size was 36 and therefore 36 questionnaires were issued out; however only 25 questionnaires were returned by the respondents. The response rate was 69.4% out of 100%.

4.1The demographic characteristics of the respondents

The following tables show the demographic characteristics of the respondents. These characteristics include the positions, age group, gender of respondents, how long the respondents have worked in the organization and organization written code of conduct. The data was collected with use of questionnaires for 3 categories such as chief executive officer/ managing director, managers and subordinates. Statistical data was checked for consistency, completeness and coded in preparation for capture in SPSS version.

The organizations that revealed their names are Luzira Alliance SACCOS, Jade e services which consists of Hello food, Jumia, Jovago, Ever jobs, AIG Express, Lamudi.

Table 2: Positions of respondents in an organization

Positions	Frequency	Percentage %
Managing Directors/Chief Executive Officers	2	8
Managers	12	48
Subordinates	11	44
Total	25	100

Figure 2: Positions of the respondents in an Organization

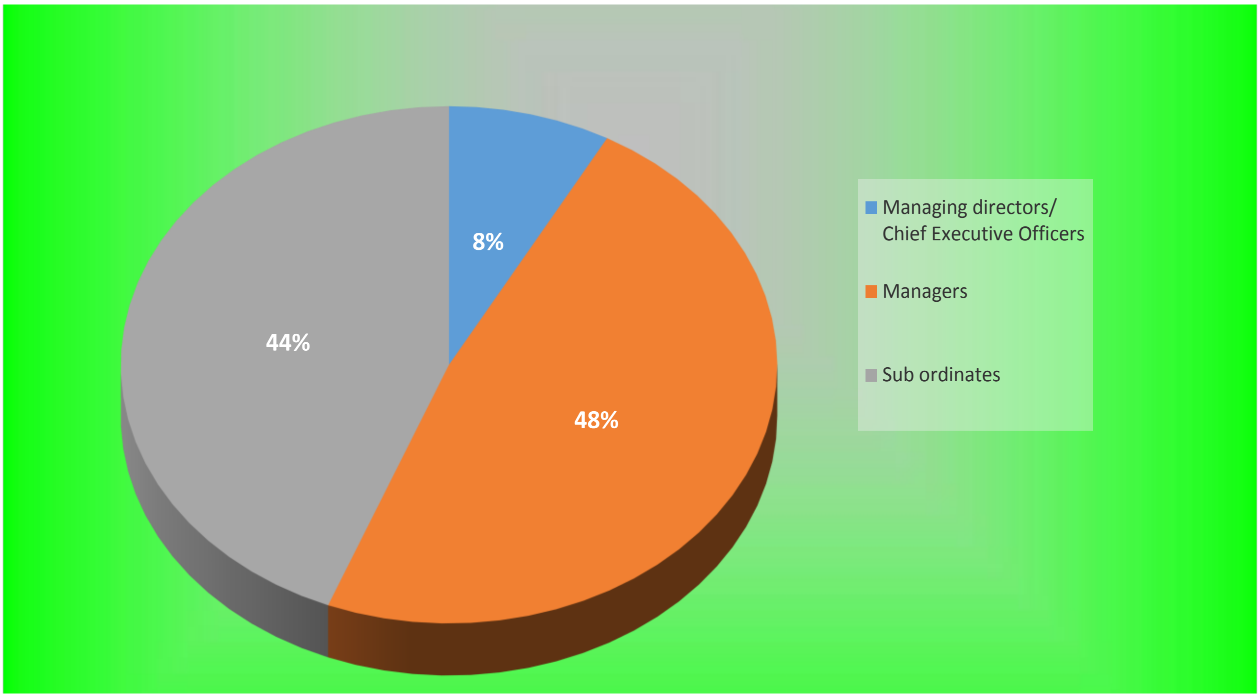


Table 2 the majority respondents were managers with a frequency of 12 and percentage of 48%, followed by subordinates with the frequency of 11 and a percentage of 44% and the least respondents were the managing directors with frequency of 2 and percentage of 8%

Table 3: Age group of respondents

Details	Frequency	Percentage %
Below 40 years	24	96
Between 40-45 years	0	0
Between 46-50 years	0	0
Above 50 years	1	4
Total	25	100

Figure 3: Age group of respondents

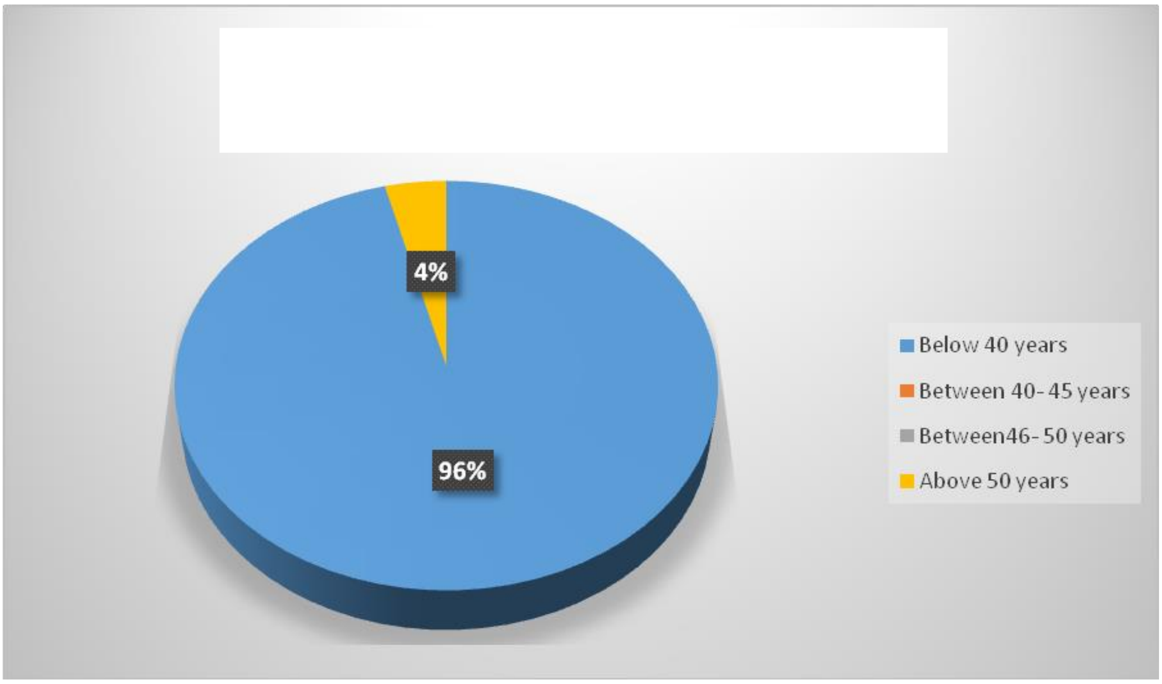


Table 3 96% of the respondents were below 40 years with frequency of 24, There were no respondents between 40-45 years and 46-50 years, 4% of the respondents were above 50 years with frequency of 1. This indicates the majority of the chief executive officers/ managing directors, managers and subordinates are below 40 years.

Table 4: Gender for respondents

	Frequency	Percentage %
Male	17	68
Female	8	32
Total	25	100

Figure 4: Gender of respondents

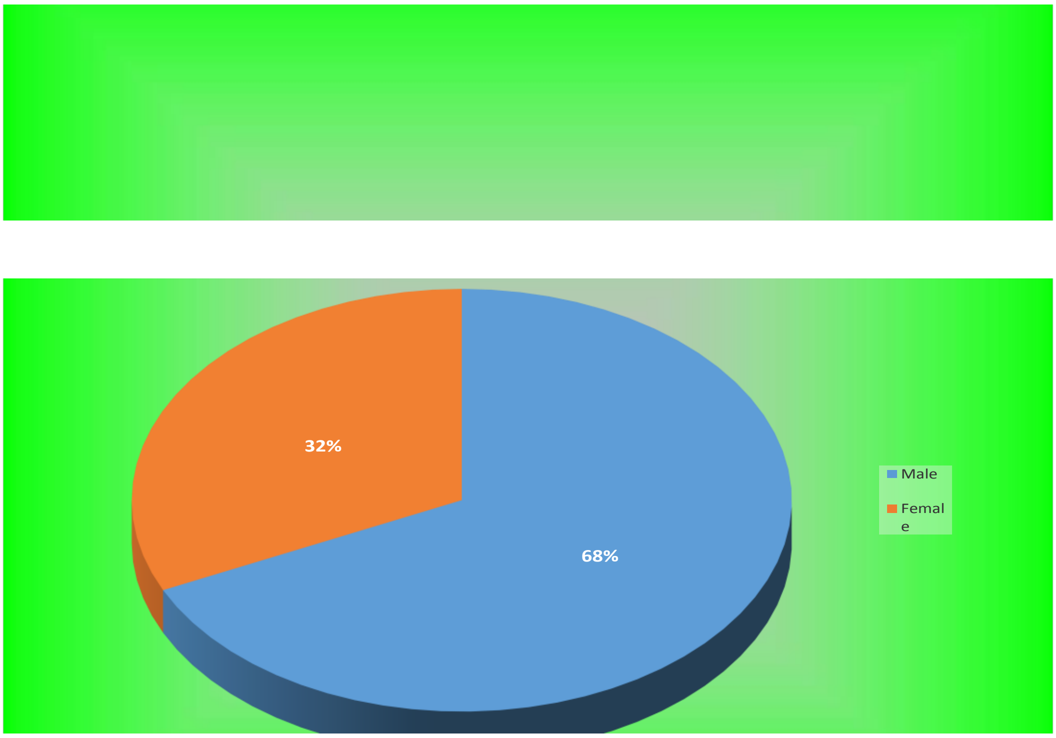


Table 4 68% of the respondents were male and the other 32% were female. This indicates the most of the chief executive officer/managing director, managers and subordinates are male. This implies that men occupy most of the managing positions however the range between the 2 genders is small 17-8 =9 people.

Table 5: How long the respondents have worked in the organization

	Frequency	Percentage %
Below 5 years	24	96
Between 5-10 years	1	4
Between 10-15 years	0	0
Above 15 years	0	0
Total	25	100

Figure 5: How long the respondents have worked in the Organization

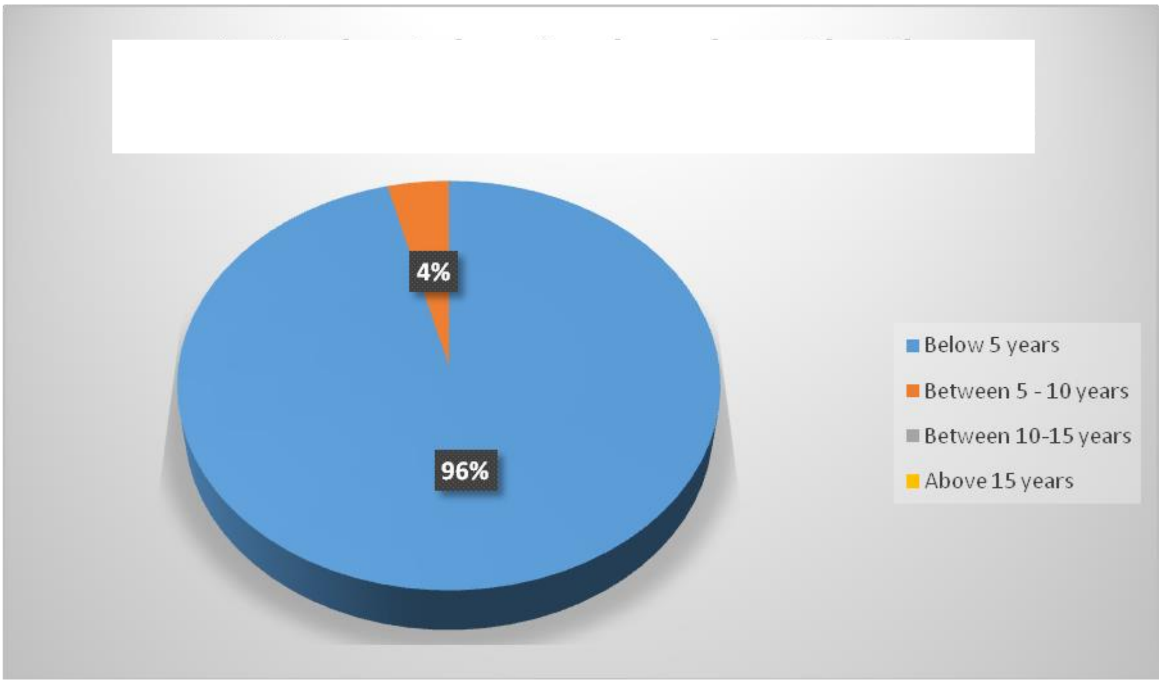


Table 5 shows most of the respondents have worked in their respective organizations for less than 5 years with frequency of 24 and percentage of 96%, 4% of the respondents have worked in their organizations between 5-10 years. This indicates very few people work for the organization for a long period of time.

Table 6: Organization code of conduct

Details	Frequency	Percentage %
Yes	22	88
No	3	12
Total	25	100

Figure 6: Organization code of conduct

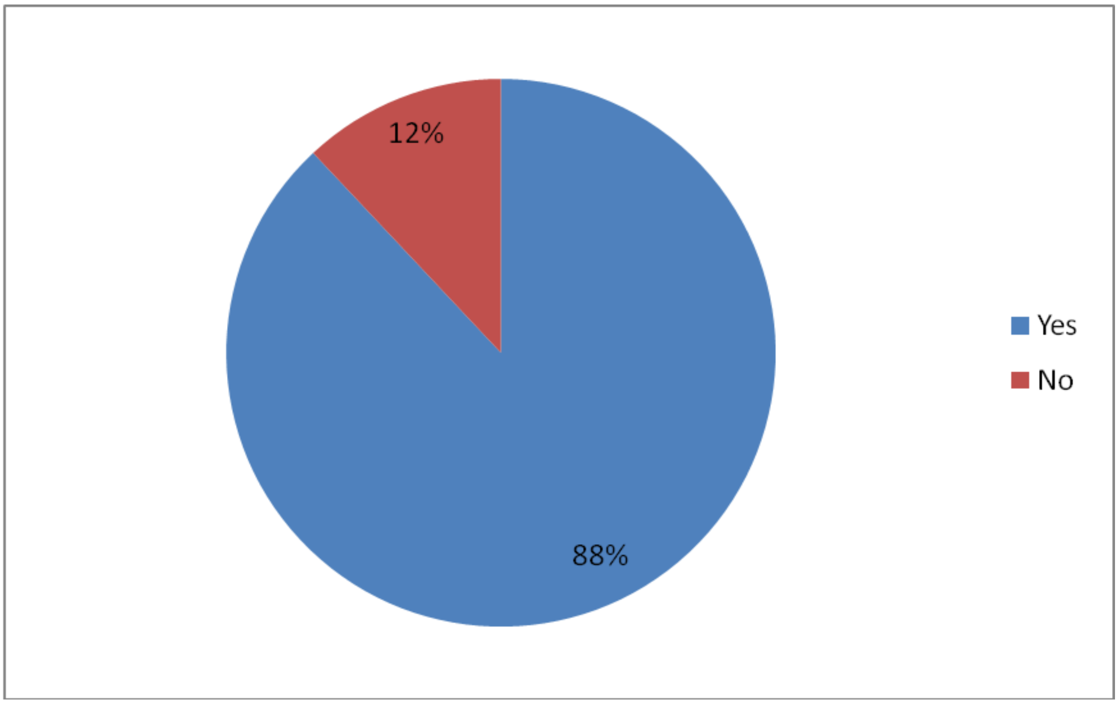


Table 6 shows 22 of the respondents of different organizations have an ethical code of conduct with percentage 88% while 3 respondents of different organizations have no code of conduct with percentage 12%

4.7 Management practices and organizational performance

Table 6 Showing Management practices and organizational performance

Details	N	Minimum	Maximum	Mean	Std.deviation
The managers monitor their progress towards meeting goals and objectives by using reports for analysis.	25	1	5	4.12	1.12990
Management practices have a wide spread of productivity and profitability within organizations.	25	1	5	4.24	1.05198
Management practices are positively associated with various firm performance indicators.	25	1	5	3.84	1.02794

4.7.1 The managers monitor their progress towards meeting goals and objectives by using reports and analysis

According to table 6 the majority of the respondents agree with the statement managers monitor their progress towards meeting goals and objectives by using reports for analysis with a mean 4.12 and a standard deviation 1.12990. This is in agreement with Wayne E (2004) who says that Business management practices are concepts of managing a business and developing plans to achieve a strategy where by managers monitor their progress towards meeting goals objectives.

4.7.2 Management practices have a wide spread of productivity and profitability within organizations.

According to table 6 the majority of the respondents agree with the statement management practices have a wide spread of productivity and profitability within organizations with a mean 4.24 and standard deviation 1.05198. This supports an argument of Agarwal et al (2013) who says that management practices have potential to increase productivity of firms.

4.7.3 Management practices are positively associated with various firm performance indicators.

According to table 6 the majority of the respondents are not sure with the statement management practices are positively associated with various firm performance indicators with mean 3.84 and standard deviation 1.02794. Some of the respondents disagreed with this statement stating that management practices are negatively with firm performance indicators particularly profit per employee and firm sales

Table 7 showing the relationship between planning and Organizational performance.

4.8 The relationship between planning and organizational performance

Details	N	Minimum	Maximum	Mean	Std.deviation
Planning improves an organization's performance.	25	1	5	4.36	.95219
Planning helps managers to take a proactive role towards a future desired state.	25	1	5	4.52	.91833
Planning involves identifying internal and external factors that will affect an organization and establishing priority areas to handle.	25	1	5	4.32	.74833
Planning encourages managers to be forward thinking rather than just letting things happen.	25	1	5	4.08	1.07703
Planning involves managers at all levels of the organization hierarchy.	25	1	5	4.24	.87939

4.8.1 Planning improves an organization's performance

According to table 7 above most of the respondents agree with the statement of planning improves an organization's performance with mean 4.36 and standard deviation .95219. These results are in support of Gomez Mejia B (2002) who says that Planning improves organizational performance by identifying factors that will affect it, coordinate factors, establish priorities to assess external forces, ensure availability of resources to establish standards and develop management skills.

4.8.2 Planning helps managers to take proactive role towards a future desired state.

According to table 7 above majority of the respondents agree with the statement of planning helps managers to take proactive role towards a future desired state with mean 4.52 and standard deviation .91833. This supports the argument of Gomez Mejia B (2002) who says that planning enables managers to take proactive role towards a future desired state.

4.8.3 Planning involves identifying internal and external factors that will affect an organization and establishing priority areas to handle

According to table 7 above most of the respondents agree with the statement planning involves identifying internal and external factors that will affect an organization and establishing priority areas to handle with mean 4.32 and standard deviation .74833. The external factors are shortages of resources both capital and material, economical trend items of interest rate and inflation dynamics technological advancement.

4.8.4 Planning encourages managers to be forward thinking rather than letting things happen

According to table 7 above majority of the respondents agree with the statement planning encourages managers to be forward thinking rather than letting things happen with mean 4.08 and standard deviation 1.07703. These results are in support of Gomez Mejia B (2002) who says that by considering future possibilities and developing a long term vision, managers can be committed to the firm and learn to convert abstract ideas and objectives into concrete actions.

4.8.5 Planning involves managers at all levels of the organization hierarchy

According to table 7 above most of the respondents agree with the statement planning involves managers at all levels of the organization hierarchy with mean 4.24 and standard deviation .87939.These results are in support of Lewis P S (1994) who says that Managers of all levels of the organizational hierarchy must engage in planning.

4.9 Planning and efficiency

Table 8 showing planning and efficiency

Details	N	Minimum	Maximum	Mean	Std. deviation
Efficient planning helps managers achieve high performance through attainment of organizational goals.	25	1	5	4.40	.91287
Efficient planning determines the goals in its direction.	25	1	5	4.16	.89815

4.9.1 Efficient planning helps managers achieve high performance through attainment of organizational goals.

According to table 8 above most respondents agree with the statement efficient planning helps managers achieve high performance through attainment organizational goals with mean 4.40 and standard deviation .91287. This is in argument of Balunywa (2005) who says that planning involves determining the goals of the organization and evaluating ways of achieving goals in a systematic manner.

4.9.2 Efficient planning determines the goals in its direction

According to table 8 above most of the respondents agree with the statement efficient planning determines the goals in its direction with mean 4.16 and standard deviation .89815.Theses results verifies claims of Chandan J S (2010) who says that planning determines the organization ‘s direction. It is a rational systematic way of making decisions to day that will affect the future of the company.

4.10 Planning and effectiveness

Table 9 showing planning and effectiveness

Details	N	Minimum	Maximum	Mean	Std. deviation
An effective planning co-operates the effects of both external as well as internal factors.	25	1	5	4.08	1.03763
Effective planning has a major impact on individual group and organizational productivity.	25	1	5	4.28	.73711
Effective planning helps to organize, lead, control and direct the activities necessary to accomplish organization objectives.	25	1	5	4.36	.81035

4.10.1 An effective planning coordinates the effects of both external as well as internal factors

According to table 9 above most respondents agree with the statement an effective planning cooperates the effects of both external as well as internal factors with mean 4.08 and standard deviation 1.03763.

4.10.2 Effective planning has a major impact on individual group and organizational productivity

According to table 9 most respondents agree with statement effective planning has a major impact on individual group and organizational productivity with mean 4.28 and standard deviation .73711.This supports the argument of Wayne Mondy and Shane R (1995) who say that planning helps directors reduce the overall impact change, increases productivity.

4.10.3 Effective planning helps to organize, lead, control and direct the activities necessary to accomplish organization objectives

According to table 9 most respondents agree with the statement effective planning helps to organize, lead, control and direct the activities necessary to accomplish organization objectives with mean 4.36 and standard deviation .81035.

4.11 Planning and level of costs

Table 10 showing planning and level of costs

Details	N	Minimum	Maximum	Mean	Std deviation
When managers plan for their activities they tend to reduce on the costs to be incurred in an organization.	25	1	5	4.08	1.32035

4.11.1 When managers plan for their activities they tend to reduce on the costs to be incurred in an organization

According to table 10 most respondents agree with the statement when managers plan for their activities they tend to reduce on the costs to be incurred in an organization with mean

4.08 and standard deviation 1.32035.These results are in support of KontzO'donell (1980) who says that when managers plan for their activities they tend to reduce on the costs to be incurred in an organization.

Table 11 showing the role of organizing on organizational performance

4.12 The role of Organizing on Organizational performance

Details	N	Minimum	Maximum	Mean	Std deviation
Does organizing involve determining tasks to be done, who will do them and how those tasks will be managed?	25	1	5	4.24	.87939
Organizing helps managers to lay out the lines of authority and responsibility between different individuals and groups.	25	1	5	4.40	.76376
It determines an organization's human, financial, physical, informational and technical resources which are arranged and coordinated to perform tasks	25	1	5	4.36	.75719

4.12.1 Does organizing involve determining tasks to be done, who will do them and how those tasks will managed?

According to table 11 most of the respondents agree with the statement that organizing involves determining tasks to be done, who will do them and how those tasks will be managed with mean 4.24 and standard deviation .87939

4.12.2 Organizing helps managers to lay out the lines of authority and responsibility between different individuals and groups

According to table 11 above majority of the respondents agree with statement organizing helps managers to lay out the lines of authority and responsibility between different individuals and groups with mean 4.40 and standard deviation .76376

4.12.3 It determines an organization's human, financial, physical, informational and technical resources which are arranged and coordinated to perform tasks

According to table 11 above the majority agree with statement it determines an organization's human, financial, physical, informational and technical resources which are arranged and coordinated to perform tasks with mean 4.36 and standard deviation .75719 These results are in support of Gomez Mejia (2008) Organizing determines the organizational resource so as to perform desired goals and deployment resources to achieve strategic goals.

4.13 Organizing and efficiency

Table 12 showing organizing and efficiency

Details	N	Minimum	Maximum	Mean	Std deviation
Efficient organizing involves finding out what work will be due so that similar jobs are grouped together as departments and working assigned to different persons.	25	1	5	4.24	.52281
Efficient organizing gives employees secure, consistent access to information	25	1	5	4.24	.66332
Efficient organizing increases productivity and saves both time and money.	25	1	5	4.20	.86603

4.13.1 Efficient organizing involves finding out what works will be due so that similar jobs are grouped together as departments and working assigned to different persons

According to table 12most of the respondents agree with the statement efficient organizing involves finding out what works will be due to that similar jobs are grouped together as departments and working assigned to different persons with mean 4.24 and standard deviation .52281. This supports argument of KontezO'donell (2005) who says that plans are established in an organization so as to achieve plans which are evolved.

4.13.2 Efficient organizing gives employees secure, consistent access to information

According to table 12 most of the respondents agree with the statement efficient organizing gives employees secure, consistent access to information with mean 4.24 and standard deviation .66332. Verifies the claim of HrabinsBaches (2009) who says that efficient organizing has an advantage over larger competitors because they react quickly to business changes.

4.13.3 Efficient organizing increases productivity and saves both time and money

According to table 12 most of the respondents agree with the statement efficient organizing increases productivity and saves both time and money with mean 4.20 and standard deviation .86603.

4.14 Organizing and effectiveness

Table 13 showing organizing and effectiveness

Details	N	Minimum	Maximum	Mean	Std deviation
Organizing to be effective takes place within the constraints of the organization's external and internal environment.	25	1	5	4.16	.74610
Companies measure effectiveness often by conducting performance reviews	25	1	5	4.24	.83066
Employees and managers demonstrate effectiveness in workplace which helps to produce high quality results.	25	1	5	4.24	.59722

4.14.1 Organizing to be effective takes place within the constraints of the organization's external and internal environment

According to table 13 above most of the respondents agree with the statement organizing to be effective takes place within the constraints of the organization's external and internal environment with mean 4.16 and standard deviation .74610. This supports the argument of Wayne Mondy and Shane R (1995) who says that it is necessary to consider the organizational objectives and determine the kind of organizing needed to accomplish these objectives.

4.14.2 Companies measure effectiveness often by conducting performance reviews

According to table 13 above majority of the respondents agree with the statement companies measure effectiveness often by conducting performance reviews with mean 4.24 and standard deviation .83066.The effectiveness of a workforce has an enormous impact on the quality of company's products which often dictates a company's reputation and customer satisfaction which supports the claim of Luecke and Bran Hall (2006)

4.14.3 Employees and managers demonstrate effectiveness in workplace which helps to produce high quality results

According to table 13 above most respondents agree with the statement employees and managers demonstrate effectiveness in workplace which helps to produce high quality results with mean 4.24 and standard deviation .59722. These results are in support of Luecke and Bran Hall (2006) who says that a manager who demonstrates effectiveness in workplace help produce high quality results for instance an employee who works on the sales floor, if he is effective, he will make sales consistently, if he is ineffective he will struggle to persuade customers to make a purchase.

4.15 Organizing and level of costs

Table 14 showing organizing and level of costs

Details	N	Minimum	Maximum	Mean	Std deviation
Some costs are used in decision making in an organization.	25	1	5	3.68	1.02956
The organization is able to know how much profits it is making after subtracting costs	25	1	5	3.60	1.5000

4.15.1 Some costs are used in decision making in an organization

According to table 14 above most of the respondents are not sure with the statement some costs are used in decision making in an organization with mean 3.68 and standard deviation 1.02956. One of the respondents disagree that some costs are collected within the accounting system.

4.15.2 The organization is able to know how much profits it is making after subtracting costs

According to table 14 above most of the respondents are not sure with the statement the organization is able to know how much profit it is making after subtracting revenues with mean 3.60 and standard deviation 1.5000. One of the respondents disagreed that organization is able to know how much profits it is making after subtracting costs.

4.16 Table 15 showing the effect of controlling on organizational performance

The effect of controlling on organizational performance

Details	N	Minimum	Maximum	Mean	Std. deviation
Controlling improves organizational performance	25	1	5	4.16	.55377
A manager cannot control without determining whether this is good or bad for the individual and/or the organization.	25	1	5	4.20	.70711
Controlling helps managers to identify deviations between planned and actual results where an organization is not performing as planned	25	1	5	4.08	.64031
The controlling process has three steps such as establish standards, evaluate performance and take corrective actions.	25	1	5	3.96	.67577

4.16.1 Controlling improves organizational performance

According to table 15 above most of the respondents agree with statement that controlling improves organizational performance with mean 4.16 and standard deviation .55377.These results are in support of Gareth Jones and Jennifer George (2006) who says that they monitor the performance of individuals departments and the organization as a whole to see whether they are meeting desired performance standards.

4.16.2 A manager cannot control without determining whether this is good or bad for the individual or the organization

According to table 15 above most of the respondents agree with the statement that a manager cannot control without determining whether this is good or bad for individual or the organization with mean 4.20 and standard deviation .55377. These results are in support of Hitt Black Porter (2005) who says that Control responsibilities of managers are bound to restrict someone's freedom.

4.16.3 Controlling helps managers to identify deviations between planned and actual results where an organization is not performing as planned

According to table 15 above majority of the respondents agree with statement controlling helps managers to identify deviations between planned and actual results where an organization is not performing as planned with mean 4.08 and standard deviation .64031.These results are in support of Lewis et al. (1994) who say that managers must take corrective actions which involve pursing the original plan more aggressively.

4.16.4 The controlling process has three steps such as establish standards, evaluate performance and take corrective actions

According to table 15 above majority of the respondents are not sure with statement the controlling process has three steps such as establish standards, evaluate performance and take corrective actions with mean 3.96 and standard deviation .67577.

4.17 Controlling and efficiency

Table 16 showing controlling and efficiency

Details	N	Minimum	Maximum	Mean	Std deviation
Performance standards are generated from within the organization which increases efficiency.	25	1	5	3.72	1.02144
Controlling helps managers regulate organizational activities to make them consistent.	25	1	5	4.00	.95743

4.17.1 Performance standards are generated from within the organization which increases efficiency

According to table 16 above majority of the respondents were not sure with statement performance standards are generated from within the organization which increases efficiency with mean 3.72 and standard deviation 1.02144. One of the respondents disagreed that controlling helps managers regulate organizational activities to make them consistent with the expectations established in plans and to help them achieve all predetermined standards of performance.

4.17.2 Controlling helps managers regulate organizational activities to make them consistent

According to table 16 above most respondents agree with statement controlling helps managers regulate organizational activities to make them consistent with mean 4.00 and standard deviation .95743

4.18 Controlling and effectiveness

Table 17 showing controlling and effectiveness

Details	N	Minimum	Maximum	Mean	Std deviation
Organization succeeds in accomplishing what it tries to do, control and providing a product or service that the consumer values.	25	1	5	3.92	.57155
Managers often control activities too strictly which can hurt morale and productivity.	25	1	5	4.20	.64550

4.18.1 Organization succeeds in accomplishing what it tries to do, control and providing a product or service that the consumer values

According to table 17 above most of the respondents were not sure with statement organization succeeds in accomplishing what it tries to do, control and providing a product or service that the consumer values with mean 3.92 and standard deviation .57155.

4.18.2 Managers often control activities too strictly which can hurt morale and productivity

According to table 17 above most of respondents agree with statement managers often control activities too strictly which can hurt morale and productivity with mean 4.20 and standard deviation .64550

4.19 Controlling and level of costs.

Table 18 showing controlling and level of costs

Details	N	Minimum	Maximum	Mean	Std deviation
Controlling evaluates performance by basically observing and measuring costs incurred in the organization.	25	1	5	4.04	.88882
Standards used for controlling the level of quality of the product guides organizational performance.	25	1	5	4.08	.70238

4.19.1 Controlling evaluates performance by basically observing and measuring costs incurred in the organization

According to table 18 above most of the respondents agree with statement controlling evaluates performance by basically observing and measuring costs incurred in the organization with mean 4.04 and standard deviation .88882

4.19.2 Standards used for controlling the level of quality of the product guides organizational performance

According to table 18 above most of the respondents agree with statement standards used for controlling the level of quality of the product guides organizational performance with mean 4.08 and standard deviation .70238

4.20 Conclusion

In this chapter, the researcher has presented and discussed the findings of the study which were obtained basing on the research objectives, research questions specified in chapter one. The research findings were arrived at using the methodology elaborated chapter three of this report. In the researcher's opinion, the research findings were consistent with theory indicated in literature review (chapter two). In the next Chapter (chapter five), the researcher presents a summary of findings, conclusions, recommendations and suggestions for further research.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This Chapter presents a summary of the findings in Chapter 4 above. Conclusion from the findings, recommendations to the Organizations where the research was carried out and suggestions for areas identified by the researcher that need further research.

5.1 Summary of findings

The research was carried out to find out the relationship between Management Practices and Organizational Performance. The sample size of the research was 36 respondents. However 25 respondents were retrieved of the 36 questionnaires that were distributed in the field.

Table 1 indicates that the majority of the respondents were managers with a frequency of 12 and percentage of 48%, followed by subordinates with the frequency of 11 and a percentage of 44% and the least respondents were the managing directors with frequency of 2 and percentage of 8%

Table 2 shows that 96% of the respondents were below 40 years with frequency of 24. There were no respondents between 40-45 years and 46-50 years, 4% of the respondents were above 50 years with frequency of 1. This indicates the majority of the chief executive officers/ managing directors, managers and subordinates are below 40 years

Table 3 indicates that 68% of the respondents were male and the other 32% were female. This indicates the most of the chief executive officer/managing director, managers and subordinates are male. This implies that men occupy most of the managing positions however the range between the 2 genders is small 17-8 =9 people.

Table 4 shows that most of the respondents have worked in their respective organizations for less than 5 years with frequency of 24 and percentage of 96%, 4% of the respondents have worked in their organizations between 5-10 years. This indicates very few people work for the organization for a long period of time

Table 5 shows that 22 of the respondents affirmed that different organizations have an ethical code of conduct with percentage 88% while 3 respondents of different organizations indicated that their organizations do not have a code of conduct with percentage 12%

5.2 Management practices and organizational performance.

The findings in chapter four, table (6), show that respondents agreed that management practices bring about organizational performance, the managers monitor their progress towards meeting goals and objectives by using reports for analysis, management practices have wide spread of productivity and profitability within organizations and management practices are positively associated with various firm performance indicators. Some respondents were not sure of the statement management are associated with various firm performance standards with mean 3.84 and standard deviation 1.02794.

5.3 The relationship between planning and organizational performance.

In chapter four, table 7 shows that the majority of the respondents agreed that there is a relationship between planning and organizational performance, planning improves an organization's performance, planning helps managers to take a proactive role towards a future desired state, planning involves identifying internal and external factors that will affect an organization and establishing priority areas to handle, planning encourages managers to be forward thinking rather than just letting things happen and planning involves managers at all levels of the levels the organization hierarchy.

Table (8) shows that the majority of the respondents agreed that efficient planning helps managers achieve high performance through attainment of organizational goals, efficient planning determines the goals in its direction.

Table (9) shows that the majority of the respondents agreed an effective planning cooperates the effects of both external as well as internal factors, effective planning has a major impact on individual group and organizational productivity, effective planning helps to organize, lead, control and direct the activities necessary to accomplish organization objectives

Table (10) shows that the majority of the respondents agreed that when managers plan for their activities they tend to reduce on the costs to be incurred in an organization.

5.4 The role of organizing on organizational performance

In chapter four, table 11 shows that the majority of the respondents agreed with the statement that organizing involves determining tasks to be done, who will do them and how those tasks will be managed, organizing helps managers to lay out of the lines of authority and responsibility between different individuals and groups, it determines an organization's human, financial, physical, informational and technical resources which are arranged and coordinated to perform tasks

Table 12 shows that the majority of the respondents agreed that efficient organizing involves finding out what work will be due so that similar jobs are grouped together as departments and working assigned to different persons, efficient organizing gives employees secure, consistent access to information, efficient organizing increases productivity and saves both time and money.

Table 13 shows that the majority of the respondents agreed that organizing takes place within the constraints of the organization's external and internal environment; companies measure effectiveness often by conducting performance reviews. Employees and managers demonstrate effectiveness in workplace which helps to produce high quality results.

Table 14 shows that the majority of respondents were not sure whether some costs are used in decision making in an organization with mean 3.68 and standard deviation 1.02956; the organization is able to know how much profits it is making after subtracting revenues with mean 3.60 and standard deviation 1.5000

5.5 The effect of controlling on organizational performance

In chapter four table 15 shows that the majority of respondents agreed that controlling improves organizational performance; a manager cannot control without determining whether this is good or bad for the individual and the organization. Controlling helps managers to identify deviations between planned and actual results where an organization is not performing as planned, the controlling process has three steps such as establish standards, evaluate performance and take corrective actions.

Table 16 shows that the majority of respondents agreed that performance is generated from within the organization and that controlling helps to increase efficiency; controlling helps managers to regulate organizational activities to make them consistent. Some respondents were not sure whether performance is generated from within the organization with a mean of 3.72 and standard deviation 1.02144.

Table 17 shows that majority of respondents agreed managers often control activities too strictly which can hurt morale and productivity. Some respondents were not sure with the above statement with mean 3.92 and standard deviation .57155.

Table 18 indicates that the majority of respondents agreed that controlling evaluates performance by basically observing and measuring costs incurred in the organization;

standards used for controlling the level of quality of the product guide organizational performance.

5.6 Conclusions

In conclusion, there is a relationship between management practices and organizational performance basing on planning, organizing and controlling as used in research. If these management practices principles are implemented in an organization then it is to be profitable and on good terms with the community in which it is located.

5.6.1The role of organizing and organizational performance

There is a relationship between organizing and organizational performance in a way that organizing determines the organization’s human, financial, physical, informational and technical resources are arranged and coordinated to perform tasks to achieve desired goals and deployment resources to achieve strategic goals according to Luis Gomez M and David B(2008)

Organizing involves determining the tasks to be done, who will do them and how those tasks will be managed and coordinated. Managers must organize themselves of their work group and organization so that information resources and tasks flow logically and efficiently through the organization according to Lewis P S et al. (1994)

5.6.2 The relationship between planning and organizational performance

There is a relationship between planning and organizational performance in a way that effective planning helps the organization identify factors that will affect it, coordinate factors, establish priorities to asses external forces, ensure availability of resources to establish standards and develop management skills.

5.6.3 The effect of controlling on organizational performance

There is a relationship between controlling and organizational performance in a way that controlling helps managers identify deviations between planned and actual results where an organization is not performing as planned; they must take corrective actions which involve pursuing the original plan more aggressively according to Lewis P S et al. (1994)

According to Gareth R J and Jennifer M G (2006) writes that managers evaluate how will an organization achieve its goals and take action to improve performance. They monitor the performance of individuals, departments and the organization as a whole to see whether they are meeting desired performance standards.

5.2.4 Implications of findings

Planning enables an Organization to actively affect rather than passively accept the future for instance by setting objectives. This enables the Organization affect the future. It also provides a means for actively involving personnel from all areas of the Organization in the management of the organization which produces multitude of benefits such as good suggestions can come from any level in the organization. Planning also have positive effects in managerial performance, the findings have demonstrated that employees who stress planning earn high performance ratings from supervisors.

The findings have demonstrated that the role of organizing and organizational performance is to establish lines of authority. Clear lines of authority create order within a group. Absence of authority almost always leads to chaotic situations where everyone is telling everyone else what to do. It also improves on the efficiency and quality of work through synergism. Organizing improves communication; a good organization structure clearly defines channels of communication among the members of the organization.

The findings have demonstrated that the effect of controlling and organizational performance is to provide managers with objective information about employee performance. Controlling also allow managers to compare what is happening with what was planned. Controlling also protects assets from inefficiency, waste and pilferage.

5.7 Recommendations

Companies should implement the management practices principles for example planning, organizing and controlling.

5.8 Suggestions for further research

Suggested below are these areas for further research

Other factors that can bring about organizational performance

The role of organizing on organizational performance

The effect of controlling on organizational performance

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University of Vermont, no date.

William Frank, no date

APPENDICES

Appendix I: Research Questionnaire

Dear Respondents, I am Kunihira Esther, a student at Uganda Martyrs University in the faculty of Business Administration and Management. The research is about management practices and Organizational performance in Kampala District. I hereby kindly request you to participate in this research by answering below. All gathered information will be kept confidential.

I will be grateful for your consideration.

SECTION A

1. Name of the Organization

   ____

   ____

2. Position held by respondent in the organization

   ____

   ____

For the following questions tick the most appropriate box

3. Age group

(a) Below 40 years ☐

(b) Between 40-45 years ☐

(c) Between 46-50 years ☐

(d) Above 50 years ☐

4. Gender for respondent

Male ☐

Female ☐

5. How long have you worked for organization?

(a) Below 5 years ☐

(b) Between 5-10 years ☐

(c) Between 10-15 years ☐

(d) Above 15years ☐

6. Does the organization have a written ethical code of conduct?

Yes ☐

No ☐

In section B, C, D, E the following scale will be used to answer the questions.

Tick in the appropriate box basing on the scale.

Scale	1	2	3	4	5
particulars	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	SD	D	NS	A	SA

SECTION B:

Management practices and organizational performance

Details	SD	D	NS	A	SA
The managers monitor their progress towards meeting goals and objectives by using reports for analysis.					
Management practices have a wide spread of productivity and profitability within organizations.					
Management practices are positively associated with various firm performance indicators.					

SECTION C: The relationship between planning and organizational performance

Details	SD	D	NS	A	SA
Planning improves an organization's performance.					
Planning helps managers to take a proactive role towards a future desired state.					
Planning involves identifying internal and external factors that will affect an organization and establishing priority areas to handle.					
Planning encourages managers to be forward thinking rather than just letting things happen.					
Planning involves managers at all levels of the organization hierarchy.					

Planning and efficiency

Details	SD	D	NS	A	SA
Efficient planning helps managers achieve high performance through attainment of organizational goals.					
Efficient planning determines the goals in its direction.					

Planning and effectiveness

Details	SD	D	NS	A	SA
An effective planning co-operates the effects of both external as well as internal factors.					
Effective planning has a major impact on individual group and organizational productivity.					
Effective planning helps to organize, lead, control and direct the activities necessary to accomplish organization objectives.					

Planning and level of costs

Details	SD	D	NS	A	SA
When managers plan for their activities they tend to reduce on the costs to be incurred in an organization.					

SECTION D: The role of organizing on organizational performance

Details	SD	D	NS	A	SA
Does organizing involve determining tasks to be done, who will do them and how those tasks will be managed?					
Organizing helps managers to lay out the lines of authority and responsibility between different individuals and groups.					
It determines an organization's human, financial, physical, informational and technical resources which are arranged and coordinated to perform tasks					

Organizing and efficiency

Details	SD	D	NS	A	SA
Efficient organizing involves finding out what work will be due so that similar jobs are grouped together as departments and working assigned to different persons.					
Efficient organizing gives employees secure, consistent access to information					
Efficient organizing increases productivity and saves both time and money.					

Organizing and effectiveness

Details	SD	D	NS	A	SA
Organizing to be effective takes place within the constraints of the organization's external and internal environment.					
Companies measure effectiveness often by conducting performance reviews					
Employees and managers demonstrate effectiveness in workplace which helps to produce high quality results.					

Organizing and level of costs

Details	SD	D	NS	A	SA
Some costs are used in decision making in an organization.					
The organization is able to know how much profits it is making after subtracting costs.					

SECTION E: The effect of controlling on organizational performance

Details	SD	D	NS	A	AS
Controlling improves organizational performance					
A manager cannot control without determining whether this is good or bad for the individual and/or the organization.					
Controlling helps managers to identify deviations between planned and actual results where an organization is not performing as planned					
The controlling process has three steps such as establish standards, evaluate performance and take corrective actions.					

Controlling and efficiency

Details	SD	D	NS	A	SA
Performance standards are generated from within the organization which increases efficiency.					
Controlling helps managers regulate organizational activities to make them consistent.					

Controlling and effectiveness

Details	SD	D	NS	A	SA
Organization succeeds in accomplishing what it tries to do, control and providing a product or service that the consumer values.					
Managers often control activities too strictly which can hurt morale and productivity.					

Controlling and level of costs.

Details	SD	D	NS	A	SA
Controlling evaluates performance by basically observing and measuring costs incurred in the organization.					
Standards used for controlling the level of quality of the product guides organizational performance.					

SECTION F:

1. Do management practices help to improve organizational performance? If so Why?

____

____

____

2. Does the government affect the relationship between management practices and organizational performance in Kampala District? Give reasons for your answer.

____

____

____

Thank you for participating in this research.