

THURSDAY January 16, 2020

MAKERERE UNIVERSITY BUSINESS SCHOOL

The Principal Makerere University Business School to present the following for the conferment of the

Degree of Doctor of Philosophy



KAWALYA Charles

Happiness at workplace

Mr. KAWALYA Charles investigated the personal factors associated with happiness at the workplace among professional nurses from public Hospitals in Uganda. In light of today's turbulent work environment, happiness at the workplace is essential for increased productivity. This study found that psychological needs satisfaction (*relatedness, competence*), psychological capital (*resilience, hope*), self-driven personality (*extroversion*) and flow experience (*challenge skill balance, concentration on the tasks*) are important factors that influence happiness at the workplace. Most importantly, the results confirmed the mediation effect of flow experience in these relationships. Government, especially the ministries of Ministry of Health, Public Service and Human Resource Managers, should consider coming up with a policy on the science of happiness at the workplace. The study was funded by Makerere University Business School, and was supervised by Prof. John Munene and Dr. Sam Mafabi.

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LUBOGOYI Bumaali

Employee Goal Congruence in the District Local Governments of Government

Mr. LUBOGOYI Bumaali studied the employee goal congruence as a strategy for production of goods and services that match the needs interest and preferences of the citizenry. Despite public sector reforms such as decentralization, democratic governance and capacity building programs and increased financial support employees have not been able to fully realize district mandate due to diverse interests of multiple actors. A mixed research methodology was employed which explained 46% of the variance in Goal congruence. The study revealed that stewardship behavior, ethical culture and collectivism are key in public sector change, transformation and development. This implies that district managers need to pay greater attention to goal congruence as they grapple with strategies for development. This study was funded by African development Bank and Makerere University Business School.

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MUTUMBA Abbey

Franchising Readiness in a Developing Country: A Study of Potential Franchisors in Uganda

Mr. MUTUMBA Abbey's study focused on franchising values, public-private-partnership (PPP) support and the entrepreneurial ecosystem quality contribute to franchising readiness among the authorized distributors, master agents and multi-branch enterprises among other potential franchisors. The model revealed that complementary proactiveness and innovativeness, PPP support and entrepreneurial ecosystem quality determine the franchising readiness in Uganda. In addition, the potential franchisors that worked with the policy makers, local leaders, universities and media developed into homegrown franchisors by 2019. Consequently, more world-class knowledge, technology and skills transfer/exchange, jobs and wealth creation are being contributed as the potential franchisors open up more branches through more locally-appointed franchisees. Therefore, Uganda's BUBU policy and industrial parks-allocation policy should favor the more community-engaged potential franchisors. This study was funded by AfDB and MUBS, and was supervised by Prof. John C. Munene, Prof. Joseph Ntayi, and Prof. Mohammad Ngoma

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MAYANJA Samuel

Entrepreneurial networking among Small and Medium Enterprises: the role of nexus of generative influence, positive deviance, informational differences and ecologies of innovation in Uganda

Mr. MAYANJA Samuel studied the determinants of entrepreneurial networking among Small and Medium Enterprises (SMEs) in Uganda. The findings revealed that entrepreneurial opportunity, nexus of generative influence, ecologies of innovation and informational differences explain entrepreneurial networking of SMEs. On the other hand, positive deviant employees cannot access resources on their own without the support of business owner/manager. Therefore, business owners and employees at all levels should support idea generation through experimentation with learning in mind and adaptability readiness. These would create an enabling environment for SMEs to access formal and informal resources from their social networks to overcome the liability of smallness. The study was self-funded, and was supervised by Prof. John Munene, Prof. Waswa Balunywa, and Prof. Joseph Ntayi.

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MWESIGWA Rogers

Stakeholder management in public private partnership projects in Uganda

Mr. MWESIGWA Rogers investigated the predictors of stakeholder management in public private partnership (PPP) projects in Uganda; focusing on the relationship between stakeholder behavior, contract completeness, stakeholder attributes, relationship building and stakeholder management. The study found that stakeholder behavior and relationship building are associated with stakeholder management, while contract completeness and stakeholder attributes are negatively associated with stakeholder management. Relationship building partially mediated stakeholder behavior, contract completeness with stakeholder management. Therefore PPP projects need to build strong stakeholder relationships, understand their behavior and attributes; and manage contracts in order to manage stakeholders' interests and expectations. There is need

for contract monitoring and enforcement mechanism and capacity building among line ministries involved in contract negotiation so that contracts are enforceable. The study was funded by African Development Bank and Makerere University Business School, and was supervised by Prof. John Chrysostom Munene, Prof. Joseph Ntayi and Assoc. Prof Vincent Bagire.

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OMEKE Michael

Dynamics of Enterprise growth of Savings and Credit Cooperatives (SACCOs) in Uganda

Mr. OMEKE Michael studied the growth of Savings and Credit Cooperatives (SACCOs) as socio-enterprises using a multi-theoretical approach. The findings revealed that re-organizing and renewing resources, exchange and sharing of resources and information, self-organizing and adaptive behaviour explain the growth of SACCOs. On the other hand, laws, rules, standards and shared beliefs alone do not necessarily contribute to the growth of SACCOs. Therefore, SACCOs should adopt modern technological applications, build capacity of staff and members, share and exchange knowledge, skills and experiences, self-organize themselves and adjust to the ever changing demands in the dynamic environment. The study was funded by Kyambogo University and supervised by Prof. Pascal Tindi Ngoboka, Dr. Isaac Nabeta Nkote and Dr. Isaac Newton Kayongo.

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ONYINYI Benard

Quality management practices among small and medium scale enterprises in Uganda

Mr. OYINYI Benard's study examined quality management practices among Small and Medium Scale Enterprises (SMEs) in Uganda. The study revealed that knowledge management potential is

positively and significantly related to quality management practices among SMEs. Besides, resource transformation capabilities positively and significantly predict quality management practices and there exists a positive and significant relationship between benchmarking competency and quality management practices among SMEs. Further, the effect of knowledge management potential on quality management practices varies with the level of ICT robustness. Therefore, government should design framework policies to guide SME management in knowledge management, resource transformation and benchmarking competencies in the ICT dominated environment to support them adopt ideal quality management practices in the current competitive business environment. This study was funded by Makerere University Business School, and was supervised by Prof. Will Kaberuka and Dr. Nichodemus Rudaheeranwa.